

Cabinet



SOUTH
KESTEVEN
DISTRICT
COUNCIL

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

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

Councillor Rhys Baker, Cabinet Member for Environment and Waste
Councillor Richard Cleaver, Cabinet Member for Property and Public Engagement
Councillor Phil Dilks, Cabinet Member for Planning
Councillor Philip Knowles, Cabinet Member for Corporate Governance and Licensing
Councillor Virginia Moran, Cabinet Member for Housing
Councillor Rhea Rayside, Cabinet Member for People and Communities

Agenda

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

1. Public Open Forum

The Cabinet welcomes engagement from members of the public. To speak at this meeting please register no later than one working day prior to the date of the meeting via democracy@southkesteven.gov.uk

2. Apologies for absence

3. Minutes of the previous meeting

(Pages 3 - 9)

Minutes of the meeting held on 24 September 2024.

4. Disclosure of Interests

Published and despatched by democracy@southkesteven.gov.uk on Monday, 30 September 2024.

01476 406080

Karen Bradford, Chief Executive

www.southkesteven.gov.uk

Items for Cabinet Decision: Key

5. Contract Award for Kitchen and Bathroom Replacements in Council Social Housing Dwellings (Pages 11 - 26)
To approve the award of a contract to Gratton Construction Ltd for the replacement of kitchens and bathrooms in Council owned social housing dwellings. The contract would be awarded for an initial period of 2 years with an option to extend for a further 1 plus 1 year.

6. Contract Award for Safety of Life Systems (Pages 27 - 42)
To approve the award of a contract to ABCA Systems for Safety of Life Systems. The contract would be awarded for an initial period of 3 years with an option to extend for a further 2 years.

7. 2024 - 2028 South Kesteven Economic Development Strategy (Pages 43 - 126)
To seek Cabinet approval for the adoption of the 2024 – 2028 South Kesteven Economic Development Strategy.

8. Award of Contract - Security Services (Pages 127 - 130)
A compliant procurement process has been undertaken to identify a preferred supplier to satisfy the Council's security requirements. This report seeks Cabinet approval to award a contract to the successful contractor.

9. IDOX Software Procurement (Pages 131 - 135)
To seek approval to enter into a 5-year renewal of the contract with IDOX Software Ltd for the planning, building control and land charges software.

Items for Cabinet Decision: Non-Key

10. Revised Contaminated Land Strategy 2024 (Pages 137 - 176)
To brief Cabinet on the Council's requirements to have a Contaminated Land Strategy, along with providing the proposed updated strategy for approval.

Items for information

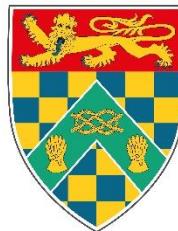
11. Cabinet's Forward Plan (Pages 177 - 185)
This report highlights matters on the Cabinet's Forward Plan.

12. Open Questions from Councillors

Minutes

Cabinet

Tuesday, 24 September 2024



SOUTH
KESTEVEN
DISTRICT
COUNCIL

Date of publication: 30 September 2024

Call in expiry: 7 October 2024,
decisions can be implemented 8
October 2024 (provided no call-in)

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

The Deputy Leader: Councillor Paul Stokes, Deputy Leader of the Council (Vice-Chairman)

Cabinet Members present

Councillor Rhys Baker, Cabinet Member for Environment and Waste

Councillor Richard Cleaver, Cabinet Member for Property and Public Engagement

Councillor Phil Dilks, Cabinet Member for Planning

Councillor Philip Knowles, Cabinet Member for Corporate Governance and Licensing

Councillor Rhea Rayside, Cabinet Member for People and Communities

Non-Cabinet Members present

Councillor Matt Bailey

Councillor Tim Harrison

Councillor Charmaine Morgan

Councillor Ian Selby

Officers

Richard Wyles, Deputy Chief Executive and Section 151 Officer

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

Emma Whittaker, Assistant Director of Planning

James Welbourn, Democratic Services Manager (Deputy Monitoring Officer)

Patrick Astill, Communications Officer

Shaza Brannon, Planning Policy Manager

Niall Jackson, Data and Information Governance Officer

Chris Prime, Communications Manager

37. Apologies for absence

An apology for absence was received from Councillor Virginia Moran.

38. Disclosure of Interests

There were no disclosures of interests.

39. Minutes of the Previous Meeting

The minutes of the meeting held on 10 September 2024 were confirmed as a correct record.

40. Proposals for Car Parking Charges - Grantham and Stamford

Purpose of report

A set of updated proposals in relation to off-street parking in the district.

Decision

Cabinet:

- 1. Reconsidered its draft parking charging tariff proposals for Grantham and Stamford in response to the informal and initial feedback from the public, community groups and other stakeholders and approved the revised proposals set out in Appendix B (as amended).**
- 2. Agreed the following amendments to Appendix B:**
 - the charging period for Grantham and Stamford would be 8am-6pm Monday to Saturday**
 - the application date of new charges was 'to be advised' rather than from April 2025**
 - Long stay season tickets for the period Monday to Saturday in Grantham and Stamford would cost £21.50 per week, £75 per month or £200 per quarter and there will be no Monday to Sunday season tickets**
- 3. Withdrawn the proposal to introduce evening charging at Grantham and Stamford car parks.**
- 4. Withdrawn the proposal to introduce Sunday and Bank Holiday charging at Grantham and Stamford car parks.**
- 5. Approved the introduction of 2 hours free parking in short stay car parks and 3 hours free parking in long stay car parks on Mondays to Wednesdays between 2nd and 24th December 2024 in both Grantham & Stamford.**
- 6. Noted that the recommendations of the Capacity Study were supported unanimously by the Finance & Economic Overview and Scrutiny Committee on 20 February 2024 and therefore agreed to:**

- commission a further car parking study six months after the implementation of the new car parking tariffs to assess their impact
- request officers undertake further work in relation to the future car parking arrangements in Bourne and the Deepings, the parking arrangements for Blue Badge holders, and the future capacity requirements for Grantham and Stamford

7. Request Officers consider proposals to enable enforcement against unauthorised parking in designated play parks and green spaces.
8. Request Officers prepare a policy on the provision of free parking permits and discounted season tickets to nominated persons or organisations.
9. Approved the drafting of the variation to the South Kesteven District Council (Off-Street Parking Places) (Civil Enforcement Order) 2023, with or without amendments, for consultation in accordance with the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996.
10. Delegated to the Deputy Chief Executive in consultation with the Cabinet Member for Property and Public Engagement to review any feedback received following the publication of the intention to vary the car parking tariffs in Grantham and Stamford.

Alternative options considered and rejected

Cabinet considered other options at their meeting on 18 January 2024 and this report updated the proposals that had been considered since that time.

Reasons for decisions

The proposals for introducing updated parking charges had been considered and this decision demonstrated the need to ensure that any changes to tariffs met the needs of users and the objectives that had been identified by the Capacity Study whilst ensuring each town's economic activity continued to thrive.

Parking charges had not increased in the last 2 and a half years during which there had been considerable inflation. Not amending parking charges was not an option, particularly due to the amount of backlog maintenance required to be addressed for the Council's car parking assets.

Members wanted to ensure that Grantham and Stamford had adequate car parking capacity, and that existing capacity was fully utilised. In response, in Stamford there would be an extra 143 spaces made available at the Cattlemarket car park, (including 8 electric vehicle charging points) to address its capacity needs and in Grantham there would be an hour's free parking to attract higher utilisation and attract more footfall.

CCTV was being upgraded in the Council's car parks to increase safety for the users of these facilities. Alongside this was a desire to include car parks in the rollout of public Wi-Fi.

The following points were highlighted during debate:

- A variation of the existing Civil Enforcement Order would be appropriate, and therefore the changes approved to parking charges could be fast-tracked. A 21-day notice period would be required to implement any new charges. Notice to users of the car parks would usually be given via a printed notice within the relevant car parks.
- The decision to grant 2 hours (short stay) and 3 hours (long stay) free parking in Grantham in the lead up to Christmas would lead to an under-achievement of the parking income budget. However, it was argued that this was a price worth paying to stimulate additional footfall in the town centres.
- Parking in open and green spaces was an enforcement, rather than a parking issue, and would be followed up using different powers. Wyndham Park in Grantham was highlighted as an open space that contained a car park and therefore formed part of the parking order. Misuse of open spaces occurred where there was no parking provision provided.
- Parking arrangements in Bourne and the Deepings had been previously reviewed – whilst it was important to look again at these areas it might be more appropriate to undertake a 'light-touch' review. For example, the Council car park in Market Deeping was not ideal for parking charges as the infrastructure was not there, with similar issues being experienced in Bourne.
- The intention was to permit one hour of free parking at Guildhall Street, Welham Street, Watergate and Conduit Lane car parks (all Grantham), and two hours' free parking in the Wharf Rd car park in Grantham. Stamford had no requirement for such an initiative as there was already a very high take up on the car parking offer.
- A councillor in attendance at the meeting stated that changing the free parking offer to two hours within Grantham on market days would lead to increased footfall for the market and would allow more time for drivers to return to their cars. In response it was pointed out that the market footfall was already increasing even before the introduction of the one-hour free parking and so this could be more appropriately revisited as part of the six-month review of the new charges.
- Other ways of exploring and shopping within Stamford, such as walking and cycling were being encouraged.
- A councillor in attendance at the meeting expressed concern that the current works at Watergate car park in Grantham which have meant a reduction in the number of parking spaces might distort the figures used in the six-month review.
- The tariffs applied for using of EV charging points would be part of the six-month review. Effectively two services (charging and parking) were being utilised; therefore, users should pay accordingly. Commuters charging their vehicles and then parking the rest of the day free of charge was one issue to be picked up as part of any review.

- Blue Badge holders currently can park for free for an unlimited amount of time within Council car parks.

41. South Kesteven Regulation 19 Pre-Submission Local Plan

Purpose of report

To explain the implications of the emerging National Planning Policy Framework on the South Kesteven Local Plan review.

Decision

Cabinet endorsed the preparation of the Regulation 19 Pre-Submission Local Plan in accordance with the approved Local Development Scheme (Contained as Option 1 within the report).

Alternative options considered and rejected

Other Options considered, and discounted, included:

Option 2: Pause Local Plan preparation

Option 2 assumed that the consultation National Planning Policy Framework (NPPF) would be finalised 'as is' requiring the Council to revise the Local Plan to take into account the new NPPF, as such the following steps would have been undertaken:

- Pause preparation of the Regulation 19 Local Plan
- Commence work on revising the Local Plan to take into account the revised NPPF, with the view of publishing a Regulation 18 Draft Local Plan, including additional sites to meet the increased housing need, as soon as possible after the NPPF was published, to meet the December 2026 Submission deadline.
- Since the publication of the consultation version of the NPPF, work on evidence had temporarily paused until a decision was made as to how to proceed. As Option 2 paused plan preparation, evidence work would also continue to be paused until the NPPF was published. However, to take into account a revised NPPF with increased housing numbers and new national policy, it was anticipated that approximately five evidence-based documents would require review with unknown cost implications.
- Officers had carried out a high-level assessment of the potential housing sites that had been submitted through the 'call for sites' process and believed that, in the event of a higher housing requirement as proposed in the consultation NPPF, the Council would not need to reopen the call for sites.
- If, when the 'new' NPPF was published, it transpired that the Council could have proceeded using the current housing requirements and the deadline for submission to the Secretary of State was not extended beyond the June 2025 deadline, this option would have meant that the Council would not be able to submit its Local Plan for examination. The risks associated with this option are set out in the risk assessment contained within the report.

Reasons for decision

It was resolved to proceed with Regulation 19 Pre-Submission, pushing consultation to January 2025. It was important to note, that amending the consultation date to January remained in accordance with the Council's published Local Development Scheme which scheduled consultation of the Pre-Submission Local Plan to commence in Winter 2024.

Whilst this option was at risk, it was deemed that the Council would be in the best position to switch to either Option 1 Scenario a or b depending on the outcome of the NPPF, once published.

Whilst Option 1 Scenario a would inevitably require review of a raft of evidence documents, the government had indicated that:

"We recognise that these arrangements would require some local planning authorities to undertake unforeseen additional work and reopen engagement with communities. Therefore, the Government will provide direct funding support to help these authorities progress their plans to examination quickly."

There could be some abortive costs associated with this option if the 'new' NPPF was published 'as is'.

The Local Plan was at an advanced stage with the aim of submitting the draft Plan to the inspectorate by June 2025, in order to meet the existing transitional deadline. Final adoption of the Local Plan was due to take place in summer 2026.

The Council consulted on the draft Local Plan earlier in 2024 and a response to this consultation was being prepared. The existing Local Plan worked on a requirement of 687 new homes to be delivered across South Kesteven per year, up to 2041. The new government made a manifesto promise of upping housing delivery, with a suggested increase to 912 homes per year.

The following points were highlighted during debate:

- The new government had not yet provided certainty to officers over housebuilding numbers.
- In order to achieve the delivery of further housing, government needed to consider public investment in the infrastructure supporting new housing provision. Further investment was needed for affordable housing. Currently, the Council was reliant on the private sector to deliver housing targets.

42. Data Protection Policy Review

Purpose of report

An opportunity to review the Council's latest version of its Data Protection Policy.

Decision

Cabinet approved the draft Data Protection Policy as set out in Appendix A of the report.

Alternative options considered and rejected

Not to make any changes to the existing Policy.

To recommend any further amendments to the Policy.

Reasons for decision

It was a legal requirement to create and maintain a Data Protection Policy and formally set out the arrangements for the management of the Council's responsibilities. The decision reflected the outcome of a review of the Council's current Policy which had been undertaken.

The Policy was last updated in 2021 and therefore had been due for a review in 2024 as part of good practice. There were only minor changes to the existing Policy. These changes provided greater clarity to the document, and included information related to definitions, roles, data breaches, data handling and appeals and complaints.

43. Cabinet's Forward Plan

The Fleet Strategy item originally proposed for October's meeting of Cabinet was now due to be considered in February 2025.

The Forward Plan was noted.

The meeting closed at 10:59pm.

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Contract Award for Kitchen and Bathroom Replacements in Council Social Housing Dwellings

Report Author

Andrew Garner – Planned Works Manager – Technical Services

Andy.garner@southkesteven.gov.uk

Purpose of Report

To approve the award of a contract to Gratton Construction Ltd for the replacement of kitchens and bathrooms in Council owned social housing dwellings. The contract would be awarded for an initial period of 2 years with an option to extend for a further 1 plus 1 year.

Recommendations

Cabinet is recommended to approve the award of a contract to Gratton Construction Limited for the replacement of kitchen & bathrooms in South Kesteven District Council social housing dwellings with an annual contract value up to £1.325m for a period of 2 years with the option to extend for a further 1 year plus 1 year.

Decision Information

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

1. Implications

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

Finance and Procurement

- 1.1 The 2024/25 approved HRA Capital programme includes a budget of £1.843m for replacement kitchens and bathrooms and a total indicative budget for 2025/26 – 2026/27 of £3.609m which can be used to fund the cost of this contract

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

Procurement

- 1.2 It is confirmed that a fully compliant procurement process has been completed and the Council's Procurement Lead has been consulted throughout the process.

Completed by: Helen Baldwin, Procurement Lead

Legal and Governance

- 1.3 There are no significant legal and governance implications arising from the report which are not already reflected elsewhere in the report, particularly in relation to procurement and compliance with the Council's Contract Procedure Rules.

Completed by: Mandy Braithwaite, Legal Executive

Risk and Mitigation

- 1.4 Any risk will be monitored as part of the contract management process.

Completed by: Tracey Elliott, Governance & Risk Officer

Health and Safety

- 1.5 As part of the tender documentation, a comprehensive Pre-Construction Information document was provided for all bidders to review and consider the aspects of health & safety associated with the proposed roofing contract.
- 1.6 When the contract is awarded to the successful bidder, a Construction Phase will be requested and must be provided prior to works commencing by the Principal

Contractor and this will detail how all the health & safety risks associated with the construction phase will be implemented to minimise the risks or where possible or eliminate them. This will be monitored regularly through the management of the contract

Completed by: Phil Swinton Health, Safety and Compliance Manager

2. Background to the Report

- 2.1. The Council has a clear commitment in its Corporate Plan 2024 – 2027 to ensure that all residents can access housing which is safe, good quality, sustainable and suitable for their needs and future generations.
- 2.2. The purpose of this report is to seek approval to enter into a contract with Gratton Construction Ltd for the replacement of kitchens and bathrooms in South Kesteven District Council's housing stock. The contract would be awarded for an initial period of 2 years with an option to extend for a further 1 year plus 1 year.
- 2.3. The Council is in the process of completing stock condition surveys on its Council Housing stock, the surveys will identify properties which require replacement kitchen and/or bathrooms as they have reached the end of their life.
- 2.4. The procurement opportunity was tendered as a mini competition using a framework run by Efficiency East Midlands (EEM), for Property Improvements and Decarbonisation EEM0056. An Expression of Interest was issued to all suppliers on the framework and interested suppliers were invited to submit a bid for the opportunity.
- 2.5. The Tender was made up of two questionnaire sets: one questionnaire for the selection criteria questions, and one for award criteria questions. The award criteria questions were evaluated as follows:

Evaluation	Weighting
Quality	60%
Price	40%

- 2.6. An evaluation panel was constructed to ensure that individuals assigned to evaluate questions were the most suitable and relevant to the criteria being examined, based upon qualifications and experience. Each question was evaluated by at least two evaluators and their scores, and comments recorded.
- 2.7. Following the completion of the evaluation process, a moderation meeting was held by Welland Procurement on the 12 September 2024. This was attended by both the evaluators and Welland Procurement to review the scores and also to ensure that the scoring had been consistent and the key points in each question

had been accounted for. As the scoring was consistent between the evaluators, average scoring was not used.

2.8. Following the completion of the evaluation and moderation process the scores awarded to the participants were as follows:

Rank	Bidder	Overall Score
1	Gratton Construction Ltd	84.48%
2	Bidder 2	78.01%

2.9. It is therefore recommended that the contract is awarded to Gratto Construction Ltd for the provision of replacement kitchens and bathrooms in the Council's Housing Stock.

3. Key Considerations

3.1. Key areas for consideration are that replacing end of life kitchens and/or bathrooms in Council properties will support the Council with meeting the Decent Homes Standard. The procurement has gone through a formal process and established a competitive outcome with a best value for money and quality of product.

4. Other Options Considered

4.1 Consideration has been given to the option of maintaining the existing kitchens and bathrooms but this is not a cost effective option in the long term with replacement being inevitable.

5. Reasons for the Recommendations

5.1. The proposed contract award has followed a compliant procurement process and shall provide the Council with the appropriate contracts to aid enable it to deliver the commitment to ensure that all residents can access housing which is safe, good quality, sustainable and suitable for their needs and future generations.

6. Appendices

6.1 Appendix 1 – Kitchen and Bathroom Award Report

Procurement Summary Report

FURTHER COMPETITION UNDER PROPERTY IMPROVEMENTS AND DECARBONISATION WORKS FRAMEWORK, EEM0056, LOT 1. REPLACEMENT KITCHENS & BATHROOMS CONTRACT

This report is commercially sensitive (under the Freedom of Information Act 2000 with 2012 updates) and is therefore intended for restricted circulation only. **The report should only be published with the consent of the Lead Council Officer, and after bidder's details and tender submission details (£) have been redacted;** due to the sensitive information it contains relating to the bidder's Tender submissions.

CONTRACT DETAILS	
Lead Officer (Contracting Authority)	South Kesteven District Council
Project ID	DN733908
Contract Dates	<u>Start:</u> 9 th October 2024 <u>End:</u> 9 th October 2026 <u>Extension option:</u> 12 Months + 12 Months
Length of Contract	2 years with an option to extend for 1 year plus 1 year, making a total of 4 years.
Procurement Value (£)	The budget prior to going to market was in the region of £5,300,000 in its entirety.
Type of Contract	Works
CPV Codes	45211000-9 - Construction work for multi-dwelling buildings and individual houses

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Appendices

- A. [Tender Award Questions](#)
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1.0 Introduction

- 1.1 The purpose of this report is to ensure all the pertinent procedures followed for the selection of the Provider(s) to be awarded the replacement kitchens and bathrooms contract are recorded. This is for both the provision of an audit trail, and to enable the appropriate Officer to approve the recommendation as part of the Council's internal governance and accountability arrangements. This report also satisfies the reporting requirements under Regulation 84 of the Public Contract Regulations 2015.
- 1.2 This report is commercially sensitive (under the Freedom of Information Act 2000 with 2012 updates) and is therefore intended for restricted circulation only. **The report should only be published with the consent of the Lead Officer;** due to the sensitive information it contains relating to the bidder's Tender submissions.

2.0 The Project

- 2.1 The contract is for the provision of works to carry out the replacement of circa 125 bathrooms and 200 kitchens per annum to various residential properties throughout South Kesteven District Council's residential portfolio of circa 6,100 homes.

3.0 Pre-procurement Process

- 3.1 Initial meetings were held with the Planned Works Manager to ascertain the requirement. The purpose of this contract was initially to support the incumbent supplier due to performance issues. It was established that the EEM framework would be most suited for this project and a mini competition would be run. EEM issued an expression of interest (EOI) to all suppliers on the framework, 4 suppliers confirmed their interest in this project. Mid way through the procurement SKDC expressed their desire to amend the specification and value of this project as they would now be seeking a primary supplier following the imminent expiry of the current contract. All suppliers and EEM were notified, and the procurement abandoned at this stage to allow the re-development of the specification. Once the new specification had been provided EEM issued a new EOI to all suppliers. The interested suppliers were then invited to bid on the new opportunity.

4.0 Project Governance

4.1 Details of Officer that approved the below, along with the relevant dates.

- PID – Richard Wyles 06/12/23
- Budget/spend - Richard Wyles
- To make the Tender live – Tom Paling 22/07/24
- Accept any relevant abnormalities within the Tender – Andy Garner
- Accept/Reject SQ submissions – Tom Paling
- Accept pricing submitted – Andy Garner

4.2 Details of the Key Officers:

- Tom Paling - Procurement Lead (Welland)
- Andy Garner - Lead Officer (Contracting Authority)
- Richard Wyles - Budget Holder

5.0 The Public Procurement Process

5.1 In accordance with the Public Contract Regulations 2015, this opportunity was not advertised, as it was a call off from a Framework (EEM Property Improvements and Decarbonisation EEM0056).

5.2 On publication of the opportunity, organisations were asked to register their interest via the Council's "ProContract" e-Sourcing portal, where Tender documents were available. A total of 5 suppliers, who had expressed their interest in the contract, were invited to submit a bid, resulting in 2 Tender submissions.

6.0 Invitation to Tender

6.1 The Tender was made up of two questionnaire sets: one questionnaire for the selection criteria questions, and one for award criteria questions.

6.2 The award questionnaire was constructed in sections to facilitate evaluation. Some sections carried a percentage weighting (%). For every weighted section, there was at least one question that carried an individual question sub weighting (%). The overall weighting (%) of questions within a section also totalled 100%.

6.3 Selection Criteria

There were some questions to which an adverse answer may have resulted in the elimination of a bidder. Questions that may have resulted in the elimination of a tender submission (marked as P/F (Pass/ Fail)) are detailed in the table below:

SELECTION CRITERIA QUESTIONS		
Section Title	P/F	Question Number
Important: Please Read	-	-
Part 1: Potential Supplier Information		
Section 1.1 - Potential supplier information	-	-
Section 1.2 - Contact details and declaration	-	-
Declaration	-	-

6.4 Award Criteria

The award criteria questions considered the merit of the eligible Tenders to identify the most economically advantageous Tender.

The Council evaluated the award criteria as follows:

- A quality assessment worth 60%; the following criteria, weighting and methodology were applied:

Each bidder's response to each question was evaluated and marked a maximum of 5 marks as per the below scoring matrix:

In the evaluator's reasoned opinion, the response is an:	
5	Excellent Response The response is excellent in relation to the stated requirements of the question. The response provides an excellent level of detail and demonstrates that the bidder's expertise and approach significantly exceeds the Council's minimum requirements such as to provide added value.
4	Strong Response The response is strong in relation to the stated requirements of the question. The response provides a good level of detail and demonstrates that the bidder's expertise and approach exceeds the Council's minimum requirements.
3	Satisfactory Response The response is satisfactory in relation to the stated requirements of the question. The response provides a satisfactory level of detail and demonstrates that the bidder has the necessary expertise to meet the Council's minimum requirements and has a reasonable understanding of what those minimum requirements are.
2	Weak Response The response is weak in relation to the stated requirements of the question. The response provides a low level of detail and provides less than satisfactory evidence to demonstrate that the bidder has the expertise to satisfy the Council's minimum requirements and/or demonstrates some misunderstanding of those requirements.
1	Poor Response The response is poor in relation to the stated requirements of the question. The response provides a very low level of detail. There is a significant lack of evidence to demonstrate that the bidder has the expertise to satisfy the Council's minimum requirements or really understands what those requirements are.
0	Unacceptable Response The response is unacceptable in relation to the stated requirements of the question. The response provides no detail and fails to provide any evidence that the bidder can meet the requirements of the question. OR No answer has been given.

The award criteria questions were split into the following sections:

Section Title	Question Number	Question Sub Weighting (%)
Award Criteria – Quality	1	30
	2	20
	3	20
	4	10
	5	10
	6	10

Bidders were advised that irrespective of the methodology described above, an agreed score for any of the quality questions of '0' or '1' would result in the elimination of their Tender, as the Council requires a minimum quality threshold.

- A price assessment worth **40%**; the following criteria were applied:

Price scores were calculated based on the bidder with the lowest overall compliant price being awarded the full score of 40%. The remaining bids were scored in accordance with the following calculation:

$$= \left(\frac{\text{lowest submitted price}}{\text{potential supplier's submitted price}} \right) \times \text{price weighting}$$

6.5 Bidders were required to submit responses by no later than 12:00 noon 22nd August 2024.

7.0 **Review of the Selection Criteria**

7.1 The selection questionnaire responses were reviewed by Tom Paling, Contract and Supply Specialist, Welland Procurement.

8.0 **Evaluation of the Award Criteria**

8.1 An evaluation panel was constructed to ensure that individuals assigned to evaluate questions were the most suitable and relevant to the criteria being examined, based upon qualifications and experience. Each question was evaluated by at least two evaluators and their scores, and comments recorded (see appendix B for details).

8.2 Subjective evaluation was undertaken, and initial scores to a maximum of 5 marks were awarded using the scoring matrix above.

8.3 A process of moderation for each individual evaluator's scores was undertaken by Welland Procurement. The responses were discussed at a moderation meeting held on 12th September 2024 attended by all evaluators and chaired by the moderator.

The moderation meeting enabled the panel to review the scores awarded by each evaluator and agree a moderated score for each question. The meeting also ensured that scoring had been consistent and key points in each question had been accounted for. Average scoring was not used.

In all such cases, following discussion, the moderator concluded the most appropriate mark to be awarded.

9.0 Results

9.1 The evaluation scoring process was devised based upon a maximum score of 100% being available to each bidder as stated in the Tender documentation and outlined above.

9.2 Following the completion of the evaluation and moderation process the scores awarded to the participants were as follows:

1 st	Gratton Construction Ltd	84.40%
2 nd	Bidder 2	78.01%

10.0 External Financial Checks

10.1 Financial checks were carried out by the Council on the preferred Provider(s) on 12th September 2024. Please see below for details:

Bidder	Risk Indicator	Description of Risk Indicator
Gratton Construction Ltd	66 - Below Average Risk	OK to offer limited terms

11.0 Risk Implications

11.1 The procurement process has been conducted in accordance with best practice and the Public Contract Regulations 2015, ensuring the principles of transparency, equity and fairness have been adhered to.

11.2 As part of the tender, risks were considered throughout the process. The main risk being:

- The initial procurement was for a secondary supplier to support the incumbent however part way through the procurement SKDC expressed their desire to amend the specification. The current contract was expiring soon, and they

would now like to recruit a primary supplier. This change resulted in a significant change in the value of the contract. The decision was made to abandon the original procurement and readvertise once the new specification had been developed. Thus, avoiding any potential suppliers who were not interested at the original contract value but could have been at the increased contract value.

12.0 Recommendation

- 12.1 Following the completion of the procurement process, it is recommended that **Gratton Construction Ltd** are awarded the contract.
- 12.2 Conflict of Interest declarations were completed by all evaluators, no conflicts of interest were identified.

13.0 Next Steps

- 13.1 **The Lead Council Officer must ensure the internal governance/approval process is followed, prior to returning this summary report to Welland Procurement.**
- 13.2 This summary report does not supersede or replace any internal governance/approval process the Council may have.
- 13.3 Once the recommendation has been approved by the appropriate approvers, the preferred bidder and all unsuccessful bidders will be notified of the outcome simultaneously. Subject to the satisfactory return of due diligence, and no legal challenge being received, the Council intends to execute the Contract.

14.0 Governance

- 14.1 Signed (Procurement Lead)
Name: Tom Paling
Job Title and Authority: Contract & Supply Specialist, Welland Procurement
Date: 12th September 2024
- 14.2 Signed (Lead Council Officer)
Name:
Job Title and Authority:
Date:
- 14.3 Signed (Chief Officer/Approver/Budget Holder)
Name:
Job Title and Authority:
Date:

Appendix A – Tender Award Questions

Question
<p>1. Provide evidence of previous contracts, minimum of 2 examples are required, where you have carried out Kitchen & Bathroom replacement work for similar organisations to SKDC.</p>
<p>2. How will you ensure that sufficient resources are provided to meet the requirements of this contract, especially during periods of high demand?</p> <p>Your response should include as a minimum:</p> <ul style="list-style-type: none"> • How you will structure your team for the full range of required services. Please provide a structure chart (s) to show how this will fit within your existing organisational structure and provide an overview of key personnel along with their roles and responsibilities. • Detail any succession planning you have in place to ensure the continuity of work throughout the length of the Contract. • If you are to bring in additional resources, how will you ensure their competences? • Confirm the team that will be working on this project. • Confirm that your team will have the required levels of competence and qualifications required for this contract including examples of relevant experience.
<p>3. Please describe the daily management routine that will be applied to this contract. Please detail how you will manage communications with residents affected by the work.</p> <p>This may be individual tenants in domestic properties, users of the building or owners of connecting/adjourning buildings. Disruption should be kept to a minimum and in many cases access within and around the property will need to be maintained during the works.</p> <p>Please address each of the following areas within your response.</p> <ul style="list-style-type: none"> • Personnel responsible for communications and liaison before, during and after the work. • Detail the process you intend to use for ensuring tenants and building occupiers are made aware of the works in advance and kept informed throughout. • Explain the process you will use for booking appointments with residents.
<p>4. Please outline (giving examples) your ability to deliver the works.</p> <p>Details should ideally include approximate timeframes from receipt of works instruction to attend site, carry out the survey and provide quote.</p> <p>Booking in of works once the contractor has been provided with an order, commencement of work through to completion.</p>
<p>5. Please provide your safeguarding policy or document how will you use our policy to report any concerns staff see. (OUR SKDC POLICY IS ATTACHED)</p> <ul style="list-style-type: none"> • How will your staff be made aware of their responsibilities to report safeguarding concerns through supervision / training / induction materials? • Is there a designated safeguarding individual to whom concerns are reported and who knows what action may or should be taken when concerns are raised? • Provide evidence that all members of staff hold a current DBS certificate.
<p>6. As part of your response, please provide your approach to the following social value priorities:</p>

- Sustainability and Environment
- Local Workforce
- Local Economy
- Bidders' responses should include:
 - The key steps required to deliver each of the Social Value measures to demonstrate that achievement of the targets set is reasonable.
 - Timeframes for delivery of Social Value targets including key milestones to deliver each measure proposed.
 - Clear explanation as to how the Social Value offered will apply directly to this contract and benefit the local communities.
 - Resources required to ensure delivery of all the Social Value measures.
 - Details as to how the delivery of all the Social Value commitments made will be monitored and measured throughout the contract term to provide clear and regular updates to the Council.
 - Considerations to be made to the local authority's outputs and outcomes to be achieved as part of this project.

Appendix B – List of Evaluators

Name	Job Title	Authority
Andy Garner	Senior Project Officer – Technical Services	South Kesteven District Council
Phil Reynolds	Project Officer – Technical Services	South Kesteven District Council

Appendix C – Final Scores

Question	Weight (%)	Bidder 2	Gratton Construction
QUALITY QUESTIONS	60%		
1	30%	18%	24%
2	20%	12%	16%
3	20%	16%	16%
4	10%	8%	6%
5	10%	6%	6%
6	10%	6%	6%
Sub Total (out of 100%)		66%	74%
Sub Total (out of 60%)		39.6%	44.4%
PRICE ASSESSMENT	40%		
Sub Total (out of 40%)		38.41%	40%
TOTAL		78.01%	84.4%

Appendix D – Pricing Evaluation

Bidder	Total cost of Scenarios	% Score (out of 40%)
Bidder 2	£23,608.10	38.41
Gratton Construction	£22,670.51	40.00

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Contract Award for Safety of Life Systems

Report Author

Alison Hall-Wright – Director of Housing and Projects

 Alison.hall-wright@southkesteven.gov.uk

Purpose of Report

To approve the award of a contract to ABCA Systems for Safety of Life Systems. The contract would be awarded for an initial period of 3 years with an option to extend for a further 2 years.

Recommendations

Cabinet is recommended to approve the award of a contract to ABCA Systems for Safety of Life Systems with an annual contract value up to £40k for a period of 3 years with the option to extend for a further 2 years.

Decision Information

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

1. Implications

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

Finance and Procurement

- 1.1 The 2024/25 approved HRA Revenue budget includes a budget of £1.2m for compliance works which can be used to fund the cost of this contract.

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

Procurement

- 1.2 It is confirmed that a fully compliant procurement process has been completed and the Council's Procurement Lead has been consulted throughout the process.

Completed by: Helen Baldwin (Procurement Lead)

Legal and Governance

- 1.3 There are no significant legal and governance implications arising from the report which are not already reflected elsewhere in the report, particularly in relation to procurement and compliance with the Council's Contract Procedure Rules.

The report could not be added to the Cabinet Forward Plan in time to give 28 days' notice, and therefore the General Exception Notice process has been followed as per Paragraph 17 of Part 4(2) of the Constitution (Access to Information Procedure Rules). The notice is available at the below link:

<https://moderngov.southkesteven.gov.uk/ecSDDisplay.aspx?NAME=SD451&ID=51&RPID=13229957>

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

Risk and Mitigation

- 1.4 Any risk will be monitored as part of the contract management process.

Completed by: Tracey Elliott, Governance & Risk Officer

Health and Safety

- 1.5 As part of the tender documentation, a comprehensive Pre-Construction Information document was provided for all bidders to review and consider the aspects of health & safety associated with the proposed roofing contract.
- 1.6 When the contract is awarded to the successful bidder, a Construction Phase will be requested and must be provided prior to works commencing by the Principle Contractor and this will detail how all the health & safety risks associated with the construction phase will be implemented to minimise the risks or where possible or eliminate them. This will be monitored regularly through the management of the contract

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

2. Background to the Report

- 2.1. The Council has a clear commitment in its Corporate Plan 2024 – 2027 to ensure that all residents can access housing which is safe, good quality, sustainable and suitable for their needs and future generations.
- 2.2. The purpose of this report is to seek approval to enter into a contract with ABCA Systems for Safety of Life Systems in HRA properties. The contract would be awarded for an initial period of 5 years with an option to extend for a further 2 years.
- 2.3. The Safety of Life Systems contract will include the installation of detection of fire systems, fire alarms, emergency lighting and servicing of fire extinguishers.
- 2.4. The procurement opportunity was tendered as a mini competition using a framework run by Efficiency East Midlands (EEM), for Fire and Intruder Alarms and Fire Protection Equipment EEM0067. An Expression of Interest was issued to all suppliers on the framework and interested suppliers were invited to submit a bid for the opportunity.
- 2.5. The Tender was made up of two questionnaire sets: one questionnaire for the selection criteria questions, and one for award criteria questions. The award criteria questions were evaluated as follows:

Evaluation	Weighting
Quality	50%
Price	50%

- 2.6. An evaluation panel was constructed to ensure that individuals assigned to evaluate questions were the most suitable and relevant to the criteria being examined, based upon qualifications and experience. Each question was evaluated by at least two evaluators and their scores, and comments recorded.
- 2.7. Following the completion of the evaluation process, a moderation meeting was held by Welland Procurement on the 9 September 2024. This was attended by both the evaluators and Welland Procurement to review the scores and also to ensure that the scoring had been consistent and the key points in each question had been accounted for. As the scoring was consistent between the evaluators, average scoring was not used.
- 2.8. Following the completion of the evaluation and moderation process the scores awarded to the participants were as follows:

Rank	Bidder	Overall Score
1	ABCA Systems	82.07%
2	Bidder 2	75.20%
3	Bidder 3	58.54%

- 2.9. It is therefore recommended that the contract is awarded to ABCA Systems for the provision of Safety of Life Systems.

3. Key Considerations

- 3.1. Key areas for consideration are that a contract for Safety of Life Systems is required to ensure that the Council is meeting its compliance responsibilities. The procurement has gone through a formal process and established a competitive outcome with a best value for money and quality of product.

4. Other Options Considered

- 4.1 There are no other options available as the Council requires this contract to ensure compliance responsibilities are met.

5. Reasons for the Recommendations

- 5.1. The proposed contract award has followed a compliant procurement process and shall provide the Council with the appropriate contracts to aid enable it to deliver the commitment to ensure that all residents can access housing which is safe, good quality, sustainable and suitable for their needs and future generations.

6. Appendices

- 6.1 Appendix 1 – Safety of Life Systems Award Report.

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Procurement Summary Report

FURTHER COMPETITION UNDER EEM0067 FIRE & INTRUDER ALARMS AND FIRE PROTECTION EQUIPMENT FRAMEWORK SAFETY OF LIFE SYSTEMS SOUTH KESTEVEN DISTRICT COUNCIL

This report is commercially sensitive (under the Freedom of Information Act 2000 with 2012 updates) and is therefore intended for restricted circulation only. **The report should only be published with the consent of the Lead Council Officer, and after bidder's details and tender submission details (£) have been redacted;** due to the sensitive information it contains relating to the bidder's Tender submissions.

CONTRACT DETAILS	
Lead Officer (Contracting Authority)	Stewart Mason - Fire Compliance Officer
Project ID	DN734606
FTS Reference	N/A - Mini competition was used.
Contract Dates	<u>Start:</u> 01/11/2024 <u>End:</u> 31/10/2027 <u>Extension option:</u> 24 Months
Length of Contract	3 years with an option to extend for 2 years, making a total of 5 years.
Procurement Value (£)	The budget prior to going to market was in the region of £250,000 total.
Type of Contract	Services
CPV Codes	24950000-8 - Specialised chemical products 44482000-2 - Fire-protection devices

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- 2.0 [The Project](#)
- 3.0 [Pre-procurement Process](#)
- 4.0 [Project Governance](#)
- 5.0 [The Public Procurement Process](#)
- 6.0 [Invitation to Tender](#)
- 7.0 [Review of the Selection Criteria](#)
- 8.0 [Evaluation of the Award Criteria](#)
- 9.0 [Bid Clarifications](#)
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Appendices

- A. [Tender Award Questions](#)
- B. [List of Evaluators](#)
- C. [Final Scores](#)
- D. [Pricing Evaluation](#)

1.0 Introduction

- 1.1 The purpose of this report is to ensure all the pertinent procedures followed for the selection of the Provider(s) to be awarded the Safety of Life Systems contract are recorded. This is for both the provision of an audit trail, and to enable the appropriate Officer to approve the recommendation as part of the Council's internal governance and accountability arrangements. This report also satisfies the reporting requirements under Regulation 84 of the Public Contract Regulations 2015.
- 1.2 This report is commercially sensitive (under the Freedom of Information Act 2000 with 2012 updates) and is therefore intended for restricted circulation only. **The report should only be published with the consent of the Lead Officer;** due to the sensitive information it contains relating to the bidder's Tender submissions.

2.0 The Project

- 2.1 The Council wished to invite further competition responses for the supply of a single Service Provider for the service, repair, maintenance and installation of fire safety equipment, for South Kesteven District Council. All work must be designed, installed, tested/commissioned, or completed in accordance with the appropriate British Standard, BSEN or other appropriate Regulation.
- 2.2
- 2.3 The contract was not divided into Lots as this was a mini competition off the EEM0067 Fire and Intruder Alarms and Fire Protection Equipment Framework.

3.0 Pre-procurement Process

- 3.1 The lead officer and Procurement Lead agreed that the process should follow a mini competition off the EEM0067 Fire and Intruder Alarms and Fire Protection Equipment Framework to access a comprehensive list of suppliers and ensure a smooth procurement process.

4.0 Project Governance

4.1 Include details of Officer that approved the below, along with the relevant dates.

- **PID – signed by Richard Wyles 19/01/2024**
- **Budget/spend - as above**
- **To make the Tender live – Charlotte Highcock 24/07/2024**
- **Accept any relevant abnormalities within the Tender – CH 28/08/2024**
- **Accept/Reject SQ submissions – CH 28/08/2024**
- **Accept pricing submitted – CH 28/08/2024**

4.2 Include details of the Key Officers:

- **Procurement Lead (Welland) Charlotte Highcock**
- **Lead Officer (Contracting Authority) Stewart Mason**
- **Budget Holder Richard Wyles**

5.0 The Public Procurement Process

5.1 In accordance with the Public Contract Regulations 2015, this opportunity was not advertised, as it was a call off from a Framework (EEM0067). The Framework itself was advertised on the Find a Tender Service (FTS) (2022/S 000-032737).

5.2 On publication of the opportunity, organisations were asked to register their interest via the Council's "ProContract" e-Sourcing portal, where Tender documents were available. A total of 13 expressions of interest were received, resulting in 3 Tender submissions.

5.3

6.0 Invitation to Tender

6.1 The Tender was made up of two questionnaire sets: one questionnaire for the selection criteria questions, and one for award criteria questions.

6.2 The award questionnaire was constructed in sections to facilitate evaluation. Some sections carried a percentage weighting (%). For every weighted section, there was at least one question that carried an individual question sub weighting (%). The overall weighting (%) of questions within a section also totalled 100%.

6.3 Selection Criteria

There were some questions to which an adverse answer may have resulted in the elimination of a bidder. Questions that may have resulted in the elimination of a tender submission (marked as P/F (Pass/ Fail)) are detailed in the table below:

SELECTION CRITERIA QUESTIONS		
Section Title	P/F	Question Number
Important: Please Read	-	-
Part 1: Potential Supplier Information		
Section 1 - Potential supplier information	-	-
Declaration	-	-

6.4 Award Criteria

The award criteria questions considered the merit of the eligible Tenders to identify the most economically advantageous Tender.

The Council evaluated the award criteria as follows:

- A quality assessment worth 50%; the following criteria, weighting and methodology were applied:

Each bidder's response to each question was evaluated and marked a maximum of 5 marks as per the below scoring matrix:

In the evaluator's reasoned opinion, the response is an:	
5	Excellent Response The response is excellent in relation to the stated requirements of the question. The response provides an excellent level of detail and demonstrates that the bidder's expertise and approach significantly exceeds the Council's minimum requirements such as to provide added value.
4	Strong Response The response is strong in relation to the stated requirements of the question. The response provides a good level of detail and demonstrates that the bidder's expertise and approach exceeds the Council's minimum requirements.
3	Satisfactory Response The response is satisfactory in relation to the stated requirements of the question. The response provides a satisfactory level of detail and demonstrates that the bidder has the necessary expertise to meet the Council's minimum requirements and has a reasonable understanding of what those minimum requirements are.
2	Weak Response The response is weak in relation to the stated requirements of the question. The response provides a low level of detail and provides less than satisfactory evidence to demonstrate that the bidder has the expertise to satisfy the Council's minimum requirements and/or demonstrates some misunderstanding of those requirements.
1	Poor Response The response is poor in relation to the stated requirements of the question. The response provides a very low level of detail. There is a significant lack of evidence to demonstrate that the bidder has the expertise to satisfy the Council's minimum requirements or really understands what those requirements are.
0	Unacceptable Response The response is unacceptable in relation to the stated requirements of the question. The response provides no detail and fails to provide any evidence that the bidder can meet the requirements of the question. OR No answer has been given.

The award criteria questions were split into the following sections:

Section Title	Section Weighting (%)	Question Number	Question Sub Weighting (%)
Quality	50%	1	10%
		2	9%
		3	7%
		4	7%
		5	7%
		6	10%
Price	50%	-	100%

Bidders were advised that irrespective of the methodology described above, an agreed score for any of the quality questions of '0' or '1' would result in the elimination of their Tender, as the Council requires a minimum quality threshold.

- A price assessment worth 50%; the following criteria were applied:

Price scores were calculated based on the bidder with the lowest overall compliant price being awarded the full score of 50%. The remaining bids were scored in accordance with the following calculation:

$$= \left(\frac{\text{lowest submitted price}}{\text{potential supplier's submitted price}} \right) \times \text{price weighting}$$

6.5 Bidders were required to submit responses by no later than 28th August 2024.

7.0 Review of the Selection Criteria

7.1 The selection questionnaire responses were reviewed by Charlotte Highcock, Welland Procurement Unit.

8.0 Evaluation of the Award Criteria

8.1 An evaluation panel was constructed to ensure that individuals assigned to evaluate questions were the most suitable and relevant to the criteria being examined, based upon qualifications and experience. Each question was evaluated by at least two evaluators and their scores, and comments recorded (see appendix B for details).

8.2 Subjective evaluation was undertaken, and initial scores to a maximum of 5 marks were awarded using the scoring matrix above.

8.3 A process of moderation for each individual evaluator's scores was undertaken by Welland Procurement. The responses were discussed at a moderation meeting held on 9th September 2024 attended by all evaluators and chaired by the moderator.

The moderation meeting enabled the panel to review the scores awarded by each evaluator and agree a moderated score for each question. The meeting also ensured that scoring had been consistent and key points in each question had been accounted for. Average scoring was not used.

In all such cases, following discussion, the moderator concluded the most appropriate mark to be awarded.

9.0 Results

9.1 The evaluation scoring process was devised based upon a maximum score of 100% being available to each bidder as stated in the Tender documentation and outlined above.

9.2 Following the completion of the evaluation and moderation process the scores awarded to the participants were as follows:

1st	ABCA Systems	82.07%
2nd	Bidder 2	75.20%
3rd	Bidder 3	58.54%

10.0 External Financial Checks

10.1 Financial checks were carried out by the Council on the preferred Provider(s) on 24th September 2024. Please see below for details:

Bidder	Risk Indicator	Description of Risk Indicator
ABCA Systems	100	Very Low Risk - Ok to offer your best terms

11.0 Risk Implications

11.1 The procurement process has been conducted in accordance with best practice and the Public Contract Regulations 2015, ensuring the principles of transparency, equity and fairness have been adhered to.

11.2 The Council will use a 10-day standstill period following the distribution of the notification letters (after approval has been granted).

11.3 As part of the tender, several risks were identified. The main risks include:

- **Lack of procurement experience by the client lead was identified early on therefore additional support was required to ensure this project got over the line.**
- **Delays to the start of the procurement timeline during preparations of the documentation shifted the key dates to aim for.**

12.0 Recommendation

12.1 Following the completion of the procurement process, it is recommended that ABCA Systems Limited is awarded the contract.

13.0 Next Steps

13.1 **The Lead Council Officer must ensure the internal governance/approval process is followed, prior to returning this summary report to Welland Procurement.**

13.2 This summary report does not supersede or replace any internal governance/approval process the Council may have.

13.3 Once the recommendation has been approved by the appropriate approvers, the preferred bidder and all unsuccessful bidders will be notified of the outcome simultaneously. Subject to the satisfactory return of due diligence, and no legal challenge being received, the Council intends to execute the Contract at the conclusion of the standstill period.

14.0 Governance



14.1 Signed (Procurement Lead)

Name: Charlotte Highcock

Job Title and Authority: Deputy Head of Welland Procurement Unit

Date: 24/09/2024

14.2 Signed (Lead Council Officer)

Name:

Job Title and Authority:

Date:

14.3 Signed (Chief Officer/Approver/Budget Holder)

Name:

Job Title and Authority:

Date:

Appendix A – Tender Award Questions

Q No.	Question
1	<p>1. Communications</p> <p>Provide your proposed communication plan for SKDC and how it will be used to deliver an excellent service for this contract. What is your approach to the handling and management of complaints and how would you implement this on this contract? 10%</p> <p>Your answer must not exceed 500 words.</p>
2	<p>Contract Mobilisation and Delivery</p> <p>a) Please provide a mobilisation plan detailing key tasks and timescales to achieve commencement of all Services. Please identify personnel who will be responsible for mobilisation how they will work individually and collectively, and outline expectation of resources required from SKDC during mobilisation period.</p> <p>b) Provide details of your intended staffing structure, identifying those Key Personnel for delivery of this contract. Your response should include job titles/trades of team to deliver the Service; what their primary roles and functions are; office or site based with a maximum travel time to district; anticipated percentage amount of their time that will be allocated to contract; and details of their training, skills, knowledge, and experience. If you intend to rely on subcontractors, detail what role each sub-contractor will take and your procedures for selection, monitoring, and management of subcontractors to the ensure seamless delivery of the contract.</p> <p>c) Describe your organisational arrangements for ensuring that your direct and subcontract labour have appropriate training, skills, knowledge, and behaviours to safely and effectively carry out works to which they are assigned. 9%</p> <p>Your response should also reference and evidence your established Quality Assurance Systems and ongoing training. Response format: 1500-word limit, plus additional attachments: Mobilisation plan, structure chart, flow/process charts, CV's</p>
3	<p>Service Delivery Scenario 1</p> <p>The Service Provider receives a works order to attend a property to a fire alarm panel which appears to have failed with no indicator lamps illuminated. The fire alarm panel is obsolete. What procedures would the Contractor implement to resolve the situation? 7%</p> <p>Your answer must not exceed 500 words.</p>

4	<p>Service</p> <p>A vulnerable Tenant who lives in a sheltered housing scheme has reported to the scheme manager that they cannot hear the communal fire alarm system in their flat. The sheltered scheme is made up of communal areas and flats. The flats have a stay put policy with a LD1 alarm system, connected to the sheltered housing alarm system. The communal areas have an evacuate policy and are protected by an L3 system. What would your response be to the request for an addition sounder to be installed in the flat, to indicate if the communal alarm system is in fire? 7%</p> <p>Your answer must not exceed 500 words.</p>	Delivery
5	<p>Technology and Added Value</p> <p>Describe and evidence how you will use your company's established technology & electronic systems to drive efficiency for SKDC. This should detail which systems you have available and successes you have had in relation to integration of customer and Contractor IT systems. Your response should also include evidence of the use of electronic documentation 7%</p> <p>Your answer must not exceed 500 words.</p>	
6	<p>Health and Safety</p> <p>Describe the safety systems and processes used to mitigate risk for the following scenarios:</p> <ul style="list-style-type: none"> • Asbestos fibre release • Staff/sub-contractor accident investigation • Compliance with RIDDOR • CDM <p>Please give details of any safety assurance processes and trades accreditation schemes. Your answer must not exceed 1000 words. 10%</p>	

Appendix B – List of Evaluators

Name	Job Title	Authority
Stephen Sykes	Electrical contracts Manager	SKDC
Stewart Mason	Fire Compliance Officer	SKDC

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Cabinet

Tuesday, 8 October 2024

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

2024 – 2028 South Kesteven Economic Development Strategy

Report Author

Nick Hibberd, Head of Economic Development and Inward Investment

nick.hibberd@southkesteven.gov.uk

Purpose of Report

To seek Cabinet approval for the adoption of the 2024 – 2028 South Kesteven Economic Development Strategy.

Recommendations

Cabinet is recommended to approve the adoption of the 2024 – 2028 South Kesteven Economic Development Strategy

Decision Information

Is this a Key Decision?	Yes
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Enabling economic opportunities
Which wards are impacted?	All Wards

1. Implications

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

Finance and Procurement

- 1.1 The development of the Economic Development Strategy is an important part of the work programme of the Committee as it has significant implications for the economic vibrancy of the District. The development of the supporting Action Plan may have financial implications and these will be considered at that time

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

Legal and Governance

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

Completed by: Graham Watts, Monitoring Officer

2. Background to the Report

- 2.1 Enabling Economic Opportunity is one of the priorities in the Council's Corporate Plan 2024-2027. Supporting a dynamic, resilient and growing local economy will benefit all our communities. A vibrant economy will attract new and expanding businesses which in turn creates job opportunities and encourages inward investment in our towns and communities. Embracing a strategic approach to enabling local growth represents the golden thread running through the Corporate plan, Local Plan and other service areas.
- 2.2 The Economic Development Strategy will be organised around five areas of focus where the Council is most likely to influence the key challenges to economic prosperity and set a path to achieving the vision for South Kesteven in 2028, as follows:
 - Business, job creation and employment safeguarding
 - Skills development
 - Inclusive growth and regeneration
 - Inward investment
 - Enhancing South Kesteven's tourism and visitor economy offer
- 2.3 The Economic Development Strategy will be used as a basis to promote the District as a prime location for investment and to assist in securing new infrastructure.

Crucially, the strategy can communicate messages to Government, investors and interested parties, that South Kesteven has a positive approach towards managing and delivering growth in the long term.

- 2.4 As a key enabler, it is important that the Council has a strategy setting out a series of commitments about how we will work with businesses, residents, the local voluntary and communities sector and other stakeholders to achieve our ambitions.
- 2.5 On the 16th April 2024 Members of Cabinet approved a draft South Kesteven Economic Development Strategy 2024 – 2028 for consultation with partners and stakeholders during May 2024.
- 2.6 The results of this consultation exercise were reported to Cabinet on the 9th July 2024. During this meeting Members were asked to note that a further Workshop for the Finance and Economic Overview and Scrutiny Committee (FEOSC) had been established later that month for members to consider consultation feedback and its impact on the development of the Economic Development Strategy
- 2.7 During the Workshop a presentation was given by the Head of Economic Development and Inward Investment that identified the main points received through the consultation period. A summary of stakeholder comments is provided at **Appendix 1**.
- 2.8 Each point was debated, and the meeting concluded with further recommendations from FEOSC Members to strengthen the ‘Vision’; to include reference to retaining, growing and attracting businesses and to include the Council’s Corporate Plan Objectives as Key Performance Indicators (KPI) within the strategy; ensuring a clear relationship between the documents.
- 2.9 **Appendix 2** identifies the necessary changes that were made to the final strategy following stakeholder consultation and the additional FEOSC Member Workshop.
- 2.10 **Appendix 3** identifies the revised Strategy, which was presented to FEOSC on the 17th September 2024, who agreed to recommend its adoption to Cabinet as the South Kesteven Economic Development Strategy 2024 – 2028.
- 2.11 **Appendix 4** South Kesteven Economic Development Strategy 2024 – 2028 Appendices
- 2.12 The Economic Development Strategy will be used as a basis to promote the District as a prime location for investment and to assist in securing new infrastructure. Crucially, the strategy can communicate messages to Government, investors and interested parties, that South Kesteven has a positive approach towards managing and delivering growth in the long term.

2.13 The final draft strategy was discussed at FEOSC on 17 September (**See background papers**). That Committee resolved to recommend to Cabinet that the strategy is adopted.

3. Key Considerations

3.1. The strategy will communicate messages to Government, investors and interested parties, that South Kesteven has a positive approach towards managing and delivering growth in the long term.

4. Other Options Considered

4.1 The Cabinet could decide not to adopt to an Economic Development Strategy. This is not recommended as a strategy is an important document in delivering the ambitions of the South Kesteven District Council Corporate Plan 2024 – 27.

5. Reasons for the Recommendations

5.1 The revised South Kesteven Economic Development Strategy 2024 – 2028 represents an opportunity to strategically manage economic development activity across South Kesteven, providing a ‘Golden Thread’ between the work of the Economic Development Service and the ambition of the Council, through its Corporate Plan, ‘To enable and support a dynamic, resilient and growing local economy, which benefits all communities’

6. Consultation

6.1 Between 7 May and 8 June 2024 officers wrote directly to Stakeholders introducing the consultation process for the Economic Development Strategy and asking them to visit the Council’s website to make representation on the online consultation software. The Stakeholder group included over 250 public sector partners, town and parish councils, business club representatives and citizens, who had expressed an interest in previous planning, economic or similar consultation exercises.

6.2 Officers also attended several business clubs and business exhibitions across the district where a presentation was given and/or ‘flyers’ handed out to interested parties. In addition, the SKDC Communications Team broadcast details of the consultation period across the Council’s social media channels throughout the four-week period.

7. Background Papers

7.1 Progress update on the new South Kesteven Economic Development Strategy 2023-2028 – Report for Finance, Economic Development and Corporate Services

Overview and Scrutiny Committee, published 22 November 2022, available online at:

<https://moderngov.southkesteven.gov.uk/documents/s36141/Progress%20Update%20on%20new%20South%20Kesteven%20Economic%20Development%20Strategy%202023%20-%202028.pdf>

7.2 Report to seek approval for stakeholder consultation in respect to the draft Economic Development Strategy 2024 – 2028 and accompanying action plan. Report for Cabinet, published April 2024, available online at:
[http://moderngovsvr/documents/s41688/Cabinet%20Economic%20Development%20Strategy.pdf?LO\\$=1](http://moderngovsvr/documents/s41688/Cabinet%20Economic%20Development%20Strategy.pdf?LO$=1)

7.3 Report to update members of Finance and Economic Overview and Scrutiny Committee on the progress made in developing an Economic Development Strategy for South Kesteven 2024 - 2028. Report for Finance and Economic Overview and Scrutiny Committee published May 2024, available online at:
[http://moderngovsvr/documents/s41885/Update%20on%20the%20Economic%20Development%20Strategy%202024%20-%202028%20FEOSC.pdf?LO\\$=1](http://moderngovsvr/documents/s41885/Update%20on%20the%20Economic%20Development%20Strategy%202024%20-%202028%20FEOSC.pdf?LO$=1)

7.4 Report to Cabinet on the 9th July 2024 to inform members on the progress made toward the development of an Economic Development Strategy for South Kesteven 2024 – 2028
[http://moderngovsvr/documents/s42736/Update%20on%20the%20development%20of%20the%20Economic%20Development%20Strategy.pdf?LO\\$=1](http://moderngovsvr/documents/s42736/Update%20on%20the%20development%20of%20the%20Economic%20Development%20Strategy.pdf?LO$=1)

7.5 A Report to update members of the Finance and Economic Overview and Scrutiny Committee (FEOSC) on progress made toward the final version of the South Kesteven Economic Development Strategy 2024 – 2028.
[Economic Development Strategy Report - Final Draft.pdf](#)

8. Appendices

8.1 **Appendix 1**, List of comments from Stakeholder Engagement.

8.2 **Appendix 2**, Changes to Strategy post consultation

8.3 **Appendix 3**, Final Draft of the South Kesteven Economic Development Strategy 2024 – 2028.

8.4 **Appendix 4**, Economic Development Strategy 2024 – 2028, Appendices.

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Executive Summary**1825 Support****Summary:**

The five points are very useful and to the point - they are the five priorities I would call out if I was drafting this report. Paragraph 6 is a bit of a challenge for me - it feels like a loose statement without much substance an aspiration rather than a strategy.

Attachments: None

2018 Support**Summary:**

We have no additional comments to make on the executive summary

Attachments: None

2160 Object**Summary:**

The strategy does not set out a vision. It is not ambitious. A vision is where we want the area to be in the future and what we need do to achieve it. The current vision is a statement of the current local economic situation. The vision needs to state the economic development improvement sought at the end of the term of the strategy, such as "we want South Kesteven to be a prosperous area, where productivity is high, people have opportunities for employment and improved skills, opening new pathways to qualifications, careers and individual's progression. An area where starting and building a business is nurtured, increased investment is achieved, infrastructure is developed for growth and our community has a bright future"

Attachments: None

2161 Object**Summary:**

There are no key performance indicators to measure success, for instance how do we know the strategy, action plan and programmes and projects have been successful. Further for reflection should a review of the 2016-2021 be undertaken as part of the strategy? Is the strategy rehashing the same projects? Has an evaluation and appraisal been undertaken on the 2016 version?

Attachments: None

2170 Object**Summary:**

3) There is nothing stated on key issues such as;

F) Nothing on social mobility.

Attachments: None

2176

Object

Summary:

How will the Council know the strategy has been successful in 2028? Was the 2016 one successful? Will members receive annual updates on the action plan? Or the portfolio holder monthly?

Attachments: None

2178

Object

Summary:

Finally is the consultation meaningful? Can this strategy be changed for the better through consultation or is it approved, and this is simply seeking validation from the community?

Attachments: None

02 The Local Economy

1619

Object

Summary:

Skills profile is not a strength in the manufacturing industry. We have a severe lack of skilled workers certainly within Grantham and also an aging work force.

I disagree connectivity is a strength... yes if you are talking about commuting to London but inter village and town connectivity barely exists. Ask a 16 year old how they might get to and from a work placement or apprenticeship without being able to drive and in most cases they couldn't rely on public transport.

Business base... what does this mean? buzz word?

Attachments: None

1826

Support

Summary:

SWOT analysis is good, but please try to be more specific on the productivity challenge. Is it skills or is it the lack of major manufacturers in the District. The ONS data on productivity by sector could be matched against sectors in SK to see if it is skills build or attraction of other industry sectors (or a combination of the two) should be the strategy.

Attachments: None

2017

Support

Summary:

Lincolnshire Chamber of Commerce are fully committed to collaborating with SKDC to support the businesses of the district

Attachments: None

2019

Support

Summary:

There is no reference to cross border working with neighbouring local authorities. LCC have recently convened senior officer discussions on future ways of working across the Greater Lincolnshire authorities and it would be good to understand if this is something SKDC will be looking to do during the lifetime of this strategy?

Attachments: None

03 South Kesteven

1827

Support

Summary:

No comments on this section

Attachments: None

2020

Support

Summary:

Comments provided against each area of strategic focus

Attachments: None

What we will do

1828

Support

Summary:

Capability build with newsletters, webinars etc are great. Please leverage local organisations that have the appropriate reach (Chamber of Commerce, FSB etc) as they have the necessary networks already to reach the target audience.

Clean growth is vital to the prosperity of the region so great to see that on the agenda - How can SKDC make it easy for local organisations to tap into sustainable solutions without long application processes or mining unsustainable debt.

Attachments: None

1980

Support

Summary:

Identify skills gaps in local area and work with organisations/businesses to provide skills training to help promote skills development, employment, self employed and new businesses as well as creating sustainable local economic opportunities.

Attachments: None

2021**Support****Summary:**

It would be helpful to reference the respective roles of the SK towns and countryside put forward in the SK Local Plan

No clear indication that SK will continue to support the Growth Hub in order to deliver the front end revenue/advisory capacity to businesses and therefore this potentially leaves a gap within the strategy.

A strong reliance on UKSPF as a mechanism for engagement and delivery of business support. With SPF funding ending in March 2025 it would be good to see what other levers are in place for the remainder of the strategy's lifespan.

Attachments: None

2032**Support****Summary:**

Supportive of the Local Economic Forum Approach.

It would be useful to see future planning and an acknowledgement that UKSPF will likely change in 2025 and how the council might approach those changes.

More broadly, there is minimal recognition of wider programmes or strategy. It would be good to see more recognition of alignment with existing programmes that are led by other organisations such as GLLEP, Lincolnshire CC, Midlands Engine or other district councils (Eg the GLDSN is a GLLEP product)

Attachments: None

2171**Object****Summary:**

3) There is nothing stated on key issues such as;

G) Minimal info on working with the Chamber, FSB, LCC, Enterprise Agencies to create a one stop shop for business advice and support

Attachments: None

What we will do**1620****Object****Summary:**

Skills development is al well and good and i should know as for the last 5 years i have been at the coal face of this. yes we need more skilled workers but we also need the businesses to grow and attract new start ups into the area. this requires investment in infrastructure... like industrial units, incubation hubs etc.

Attachments: None

1829**Support****Summary:**

Fully support this plan

Attachments: None

1986**Object****Summary:**

Stamford employment opportunities need to be developed in order to enhance the local employment opportunities for residents as well as increase the apprenticeship / training routes for younger residents. Exeter Fields site is currently designated for employment/ industry development. This site should be targeted for employment/ industry use in this economic development strategy

skills development amongst the residents of Stamford should be targeted and supported. local employment opportunities is an essential aspect of this development of Human Resources.

Attachments: None

2022**Support****Summary:**

The skills section of the strategy looks good – great that SK have a skills profile in place as well as plans to upskill residents so they are able to take advantage of future jobs growth.

We welcome the fact LCC is included in the action plan and look forward to assisting with the alignment of skills provision to meet local need.

A point on the strategy as a whole - It would be helpful to understand what SKDC considers its key sectors to be.

Attachments: None

2034**Support****Summary:**

Point of clarity: Careers and Enterprise Company are mentioned as stakeholders; this should be Careers Hub. The CEC is a national organisation with no local reps. It would be better to say Greater Lincolnshire LEP, including the Careers Hub - which is where the function is delivered locally.

The Local Skills Improvement Plan (national policy delivered locally by FSB to connect employers) could be referenced as a source, as could the Local Skills Report, a skills analysis and report produced by the LEP under mandate from the DfE which shows the broader skills need.

Otherwise approve.

Attachments: None

2164

Object

Summary:

There is nothing stated on key issues such as;
A) The street markets as an economic driver.

Attachments: None

2174

Object

Summary:

There is nothing stated on the use of powers for devolution from a new mayoral combined authority. The devolution of the adult education budget (AEB) will give new opportunities to reinvest grant into local skills needs. I.e. if you need more "engineers" in Grantham the current national budget can be repurposed locally to encourage the local college to provide this with additional and extra grant rather than the curriculum set out in London at the DfE. The Council are recommended to push for this as Grantham College will get more investment and it will yield improved economic growth. Imagine being able to set the courses for the local industry needs rather than having it subscribed in London!

Attachments: None

What we will do

1621

Object

Summary:

Unlock land and stalled development sites....

i have been bangining on about this for around 5 years. i dont see any new industrial spaces going up anywhere?

Attachments: None

1830

Support

Summary:

All great plans, I would like to see that all initiatives called out are assessed as having a positive environmental impact. For example - shovel ready projects could be encouraged to take into consideration whole life carbon impact (ie PAS 2080).

I would like to see how travel planning could be applied to the plan so that those in rural areas do not feel isolated and also how alternative travel methods (ie cycling) could be encouraged without causing bottlenecks that could negatively impact local retailers.

Attachments: None

1987**Object****Summary:**

increased housing in and around the curtilage of Stamford will not on its own increase economic development. Exeter fields site and St Martin's Park both need to be developed to increase employment opportunities with Stamford. Monarch Park/QuarryFarm and Stamford North developments will create an unsustainable increase in car movements across the town as well as movements onto the strategic road network. this is not conducive to economic sustainability and the "green agenda"

Attachments: None

2023**Support****Summary:**

From a planning policy perspective there is nothing in the strategy which is contentious or is contrary to other SKDC and LCC Policy.

The strategy doesn't however reference the Local Transport Plan, which isn't an issue in itself but there may be some benefit in referencing the Transport strategies specifically developed for the SKDC area. There are currently strategies for Grantham and Stamford in draft form awaiting adoption. They promote economic growth and list specific interventions to aide eco growth.

Attachments: None

2035**Support****Summary:**

Support the actions. However the strategy could reference wider documents such as the Local Transport Plan and Strategic Infrastructure Delivery Framework

Attachments: None

2165**Object****Summary:**

3) There is nothing stated on key issues such as;

B) Public property, estates and corporate property. Will the Council utilise its assets for economic growth? Or go into any joint Ventures for property development?

Attachments: None

2166**Object****Summary:**

3) There is nothing stated on key issues such as;

C) The changing nature of the high street and variances in our towns. I.e. Stamford is more economically prosperous with higher incomes and GVA. This means more independents retailers and hospitality, with more disposable income. This makes it a more resilient town.

Attachments: None

2168**Object****Summary:**

3) There is nothing stated on key issues such as;

E) Nothing stated on land interventions... i.e. would the Council (who can borrow cheaper) undertake commercial development as done in market Deeping in 2009? i.e. build units secure rent, create business and jobs and increase the business rates pool for the area generating additional income for the Council? Or build new incubators or managed workspace?

Attachments: None

What we will do**1988****Support****Summary:**

Support economic development and business expansion is only going to be achieved by the use of Exeter Fields site in Stamford for industrial use. Stamford needs employment opportunities within the town Exeter Fields is the designated site and needs SKDC support

I should on NO account be used for housing. there is an over development of housing in Stamford already planned

Attachments: None

2024**Support****Summary:**

We would wish to highlight the LCC comments on the 2024 Draft Local Plan where a major topic of ours was the need for infrastructure, particularly highways and transport infrastructure, for major site allocations.

Clearly there are some key opportunities in the green transition, business base , regeneration opportunities, skills development, digital economy, and Agriculture/Food production amongst a number of others. LCC believe to capitalise on these will require supportive and engaged stakeholder support and collaboration.

Sector based focus is key and aligns with Government and DBT strategies. The LCC II team can support in regard to Large scale business engagement.

Attachments: None

2031**Object****Summary:**

I live in Stamford and on numerous occasions in the past there have been calls to encourage more employment opportunities for the town especially with its transportation links, ie proximity to the A1, near the A14, the train service to Cambridge.

Why then does SKDC agree to change of use for land from employment to houses (yet more houses), ie the old Blackstones site behind Morrisons, the land by the A1 on Exeter Fields?

What is happening at St Martin's Park? This was to include employment units, but it is just sitting there and an eye-sore.

Attachments: None

2036

Support

Summary:

It would be useful here to understand the sectoral mix of businesses that the council identifies as potentially land here - or steer towards those that SK has a competitive advantage in. This could help shape the support offer - and would also align with the current approach favoured by the government.

Attachments: None

2167

Object

Summary:

3) There is nothing stated on key issues such as;

D) Nothing on business rates and the tool that the 151 officer can undertake with discretionary rate relief to support economic development since the 2011 localism act gave the powers. Further nothing stated on the fact that between 40-50% of all retail units will be under the rateable value and therefore receive 100% rate relief.

Attachments: None

2172

Object

Summary:

3) There is nothing stated on key issues such as;

H) The use of SPF in 2025 onward for business support
There is minimal on Inward Investment, and working with government on attracting investment or working with the EU, China British Business Council or India Business Council on joint working

Attachments: None

2173

Object

Summary:

There is nothing stated on working with developers on land within the boundary of the new bypass.... i.e. new commercial development?

Attachments: None

What we will do

1981

Support

Summary:

Introduce a green travel plan that would enable tourists and residents in the area to visit the many cultural heritage sites without having to use a car - providing opportunity for local economy growth, access to art and heritage that many don't currently have and reducing carbon footprint.

Attachments: None

2025**Support****Summary:**

Importance of digital skills for Visitor Economy businesses – not everyone in the Visitor Economy has realised this and there is a need for more training.

Nature Tourism is a strength and has previously been under-sold. This includes walking, cycling, nature reserves, bird watching etc

Reference needed to safe, off-road cycle paths – where these have been provided, particularly when they allow access to the countryside or connect visitor attractions, they have proved very popular and brought considerable economic benefits.

The Lincolnshire Green Tourism Toolkit and associated training is important for helping visitor economy businesses to green their offer

Attachments: None

2037**Support****Summary:**

Pleased to see support for the STEAM model locally.

Some support required within the sector to raise digital skills relating to the visitor economy and for businesses to be aware of the benefits of this. It is critical for the survival of the sector in coming years.

Fully support the sustainable tourism approach - is there more that can be said about the high quality green space within South Kesteven and how these can be linked. There are some world class examples within the area that link heritage to green space.

Attachments: None

Area of focus 1: Business and Job Creation and Employment Safeguarding**2026****Support****Summary:**

A general comment on all action plans within the strategy: LCC recognise these are all very operational plans and would welcome the opportunity to provide officer support in the delivery of the identified actions.

Attachments: None

2038**Support****Summary:**

Actions could align to strategic fit and identify more partner organisations who may be operating within that space.

Attachments: None

2177

Object

Summary:

The action plan is not SMART. It does not state what the intended impacts will be. I.e. the "so what?" question. By example, if the Council sets up a forum and has officers attend it, what are we buying through attendance? Would it not be better to use officer time to undertake a project that a forum suggests? The action plan needs to show the resource ask, I.e. how much will it cost or need? AND what attending and facilitating all the forums, workshops and groups will achieve.

Attachments: None

Area of focus 2: Skills Development

2027

Support

Summary:

A general comment on all action plans within the strategy: LCC recognise these are all very operational plans and would welcome the opportunity to provide officer support in the delivery of the identified actions.

Attachments: None

Area of focus 3: Inclusive Growth and Regeneration

1989

Support

Summary:

3.1. 3.5. 3.8. this can be achieved by the development of Exeter Fields site in Stamford

the Exeter Fields site must be used in order to create employment within Stamford

Attachments: None

2028

Support

Summary:

A general comment on all action plans within the strategy: LCC recognise these are all very operational plans and would welcome the opportunity to provide officer support in the delivery of the identified actions.

Attachments: None

2039

Support

Summary:

As previous comment - some of the strategy into action into outcomes here are slightly unclear or are highly operational responses to a wider challenge. Which is where wider partners may have parts of the solution to sit alongside the specific actions identified.

Attachments: None

Area of focus 4: Inward Investment

2029	Support
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Summary:

A general comment on all action plans within the strategy: LCC recognise these are all very operational plans and would welcome the opportunity to provide officer support in the delivery of the identified actions.

Attachments: None

2040	Support
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Summary:

Similar again.

In 4.2 for example, it would be helpful for the team to liaise with the LCC Inward Investment team as key stakeholders - particularly with the strategic sector orientated prospectus' that have been produced. It would just help alignment.

Attachments: None

Area of focus 5 Enhancing South Kesteven's tourism and visitor economy offer

1990	Support
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Summary:

5.4. 5.9 Stamford needs the support of SKDC to enhance its heritage offer to tourists and visitors and needs support to develop sustainable tourism within the town.

Attachments: None

2030	Support
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Summary:

A general comment on all action plans within the strategy: LCC recognise these are all very operational plans and would welcome the opportunity to provide officer support in the delivery of the identified actions.

Attachments: None

2175	Object
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Summary:

There is a focus on STEAM data for tourism. However, if you read this and cross reference with ONS data and take out "all retail" from the data set the value of tourism as a percentage is less than 2% of the economy. Manufacturing, real estate, logistics, health services, finance are all sectors with 10% or higher values EACH for the economy. The tourism sector is valuable as a number and perception i.e. £250m to the economy etc BUT if manufacturing and logistics is 4 times this... then where is the focus on sectoral growth or agglomeration economy growth that is the pure economic development and will have greater economic benefit to the area? i.e. tourism is important, but the numbers are far, FAR higher for the other sectors stated? Interventions and support in those sectors will yield a higher crop and better local economic development. Tourism jobs are notoriously difficult to increase productivity in.

Attachments: None

Appendix 2

Appendix 2 – Details of the amendments made to the Economic Development Strategy & Action Plan 2024 – 2028, formed from the consultation responses and members workshop.

Area of Strategy: **Executive Summary**

Original text	Feedback from the consultation	Amended text
This strategy is best seen as a living, dynamic document which requires the Council to build a comprehensive system ensuring everyone in the organisation is making good decisions that support it.		This strategy is best seen as a living, dynamic document which requires the Council to build a comprehensive system ensuring all partners and stakeholders across the district are making decisions that support it.

Area of Strategy: **The Local Economy**

Original text	Feedback from the consultation	Amended text
There is a need to upskill the local resident base to more effectively capture high value growth opportunities and job growth in the future.	Respondents would like the strategy to be more specific on what the local issues are i.e. economic activity rates, skills, company profiles or other.	There is a need to tackle all drivers of Productivity Land, Labour, Capital and Enterprise to effectively grow, retain capture high value growth opportunities and growth in the future.

Area of Strategy: **Summary SWOT Analysis**

Original text	Feedback from the consultation	Amended text
There is a need to upskill the local resident base to more effectively capture high value growth opportunities and job growth in the future.		There is a need to tackle all drivers of Productivity Land, Labour, Capital and Enterprise to effectively grow, retain capture high value growth opportunities and job growth in the future.
Strength: Connectivity	<i>'I disagree connectivity is a strength... inter village and town connectivity barely exists'</i>	Strength: Regional connectivity Weakness: Local transport connectivity

Area of Strategy: An Economic Vision

Original text	Feedback from the members workshop	Amended text
<p>South Kesteven has a thriving, innovative and diverse economy and is recognised as a great place to live, visit, invest and do business.</p> <p>The District's economy is growing strongly, increasingly based upon knowledge-intensive services, generating high quality jobs, with productivity levels well above the regional median and wages above the national average</p>	<p>Members commented that the vision as currently stated within the document was too generic and could apply to any district.</p> <p>Requirement to edit the vision statement to include the ambition to retain, grow and attract employment.</p>	<p>South Kesteven has a thriving, innovative and diverse economy and is recognised as a great place to live, visit, invest and do business.</p> <p>The District's economy is growing strongly, through the retention, growth and attraction of increasingly based upon knowledge-intensive services, generating high quality jobs, with productivity levels above the regional median and wages above the national average.</p>

Area of Strategy: Area of strategic focus 2: Skills Development. What we will do

Original text	Feedback from the consultation	Amended text
	<p><i>'We have a severe lack of skilled workers certainly within Grantham and also an aging work force.'</i></p>	<p>Provide opportunities to retain the District's young talent and to attract young professionals into the local economy.</p>
	<p><i>'Identify skills gaps in local area and work with organisations/businesses to provide skills training to help promote skills development.'</i></p>	<p>Work with education providers and local businesses to highlight the range of career options available in the district.</p>

Area of Strategy: Area of strategic focus 3: Inclusive Growth and Regeneration – What we have achieved

Original text	Feedback from the consultation	Amended text
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The adopted Local Plan provides the vision and framework for how long-term housing, commercial and infrastructure growth will be delivered in South Kesteven.		The adopted Local Plan provides the vision and framework for how long-term housing, commercial and infrastructure growth will be delivered in South Kesteven, supporting Grantham's ambitions as a 'sub-regional' centre for investment.
The Council was successful in securing £5.56m from Government to deliver the Grantham Future High Streets Fund programme aimed at improving access to, and the appearance in and around, the Grantham Station Approach area, enhancements to and widen participation opportunities in Grantham Market Place and increase the amount of town centre residential units by converting empty upper floor retail space.		The Council was successful in securing £5.56m from Government to deliver the Grantham Future High Streets Fund programme aimed at improving access to, and the appearance in and around, the Grantham Station Approach area, enhancements to Grantham Market Place and creating opportunities to widen participation in the town's markets and events, and increase the amount of good quality town centre residential units by converting empty upper floor retail space.
Grantham was a 2022 finalist for the Academy of Urbanism Great Town award.	Requirement to add in the Talk of the Town – Rising Star award.	In 2022 Grantham was a finalist for both the Academy of Urbanism Great Town Award, and the Visa 'Talk of the Town – Rising Star' award.

Area of Strategy: **Area of strategic focus 3: Inclusive Growth and Regeneration – What we will do**

Original text	Feedback from the consultation	Amended text
Produce a Conservation and Heritage Strategy.	Addition of ways to we preserve and enhance heritage assets of the district.	<ul style="list-style-type: none"> - Produce a Conservation and Heritage Strategy. - Explore opportunities for securing further funding to support the conservation and regeneration of the

		district's-built heritage.
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Area of Strategy: **Area of strategic focus 4: Inward Investment – What we have achieved**

Original text	Feedback from the consultation	Amended text
Prince William of Gloucester Barracks – Due for decommissioning as a British Army installation in 2028, after which the site is expected to commence with 1,245 dwellings anticipated to be delivered between 2026/2027 and 2035/2036, with a further 2,755 beyond 2036.	Correction of figures	Prince William of Gloucester Barracks – Due for decommissioning as a British Army installation in 2028, after which the site is expected to deliver 3,500 – 4,000 units with approx. 1,745 anticipated to be constructed by 2041 with the rest beyond.
Stamford North – A development led by Burghley House Preservation Trust with GummerLeathes, as master developer. The aspiration is to establish a beautiful, thriving, and sustainable new community.	Inclusion of working relationship with Rutland County Council	Stamford North – A cross boundary strategic development with Rutland County Council led by Burghley House Preservation Trust with GummerLeathes, as master developer. The aspiration is to establish a beautiful, thriving, and sustainable new community.
The Deepings – Whilst two strategic development sites – the expansion of an industrial estate and employment generating land have been allocated in the current Local Plan period, neither have planning permission.	Further detail required on the strategic development sites	The Deepings currently has two large strategic allocations within the local plan. This consists of 680 unit residential scheme off Linchfield Road and 14ha employment generating expansion to the currently operating Northfields Industrial Estate. At present neither of these sites have planning permission.

<p>Commenced partial review of the Local Plan –</p> <p>The current Local Plan was adopted in January 2020. The Council is now focusing its ambitions on building more affordable homes and planning for major growth. To address these priorities, a partial review of the adopted Local Plan is underway.</p>	<p>Inclusion of a timeline for the adoption of the Local Plan</p>	<p>Commenced partial review of the Local Plan –</p> <p>The current Local Plan was adopted in January 2020. The Council is now focusing its ambitions on building more affordable homes and planning for major growth. To address these priorities, a partial review of the adopted Local Plan is underway and is expected to be adopted in 2026.</p>
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Area of Strategy: Area of strategic focus 4: Inward Investment – What we will do

Original text	Feedback from the consultation	Amended text
<p>Increase partnership working with developers and investors –</p> <p>Work in partnership with developers that meet the needs of investors and provide high-quality employment opportunities, especially but not limited, to target growth sectors such as manufacturing, and engineering, construction, professional, technical and scientific services, the health sector and the recreation and arts sectors.</p>	<p>Respondents noted the sectoral approach to supporting new and emerging sectors that will be important in providing new and higher value employment opportunities across SK, however, they felt the strategy should go further and identify which sectors should be supported.</p>	<p>Increase partnership working with developers and investors –</p> <p>Work in partnership with developers that meet the needs of investors and provide high-quality employment opportunities, especially but not limited, to target key growth sectors such as advanced manufacturing, logistics, engineering, health and care, the visitor economy, construction, and the recreation and arts sectors.</p>

Area of Strategy: Area of strategic focus 3: Inclusive Growth and Regeneration – Action Plan

Original text	Feedback from the consultation	Amended text
	<p><i>'Unlock land and stalled development sites.... I have been banging on about this for around 5 years. I don't see any new industrial spaces going up anywhere?'</i></p>	<p>Addition of 3.2 -</p> <p>Ensure a supply of commercial premises that meet the needs of local businesses</p>

<p>3.19 – Reimagine the role of town centres. Review of best practice and successful case studies nationally.</p>	<p><i>'There is nothing stated on key issues such as ..'The changing nature of the high street and variances in our towns. I.e. Stamford is more economically prosperous with higher incomes and GVA. This means more independents retailers and hospitality, with more disposable income. This makes it a more resilient town.'</i></p>	<p>3.19 – Reimagine the role of town centres, concentrating on the unique advantages of each settlement across the district. Review of best practice and successful case studies nationally.</p>
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Area of Strategy: **Addition of Performance Indicators as a final page in the strategy**

Feedback from the consultation - *'There are no key performance indicators to measure success, for instance how do we know the strategy, action plan and programmes and projects have been successful?'* This was discussed with Members at the Workshop, who requested that links to the KPIs, as outlined in the corporate plan, are made utilised within the Strategy.

Performance Indicators
<p>The South Kesteven Economic Development Strategy 2024 – 2028 will directly supports the Council's Corporate Plan aims support 'A thriving District to live in, work and visit'</p> <p>Specifically, Priority 3: Enabling Economic Opportunity Mission: To enable and support a dynamic, resilient and growing local economy, which benefits all our communities.</p> <p>To support this approach the Council has adopted several Targets which this Strategy will seek to deliver:</p> <ul style="list-style-type: none"> • Deliver the Economic Development Strategy and accompanying action plan. <ul style="list-style-type: none"> ○ 100% of annual actions on target/complete • Deliver initiatives to expand and deepen engagement with business. <ul style="list-style-type: none"> ○ Following the introduction of a customer relationship management system (CRM), introduce a 'call and care programme' to support the top 20 businesses in SK ○ Increase business participation in LEF X12 with Town Councils and Business Clubs • Continue to distribute the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) and explore opportunities to develop a legacy beyond the funding period. <ul style="list-style-type: none"> ○ 100% of funding distributed • Embed and strengthen the Local Economic Forum as a key institution for local stakeholders to shape the district's approach to skills, business support and investment. <ul style="list-style-type: none"> ○ Work closely with Town Councils and Business Clubs across the District • Work with the Lincolnshire Growth Hub to support businesses start, succeed and grow. <ul style="list-style-type: none"> ○ No of businesses supported x 60 ○ Jobs created x 100 ○ Inward Investment projects attracted x 2 per year • Strategically leverage the Council's procurement spend to maximise social value <ul style="list-style-type: none"> ○ Introduce SKDC Procurement Charter to exploit local employment and supply chain opportunities ○ Introduction of a statement of principles and publish guidance for suppliers on how to do business with Council and details of forthcoming bidding opportunities.

- Provide the opportunity for contracts framework and supply chain opportunities through X2 Events
- Consider targeted interventions – planning powers and schemes, to achieve high-quality regeneration across the district and explore options to unlock stalled sites.
 - Develop an investment prospectus to promote the District regionally and nationally
- Develop a long-term approach to regeneration and be prepared for investment and funding opportunities.
 - Prepare a Pipeline of ‘oven ready’ projects x 1 per annum
 - Work with landowners and stakeholders to identify development constraints for identified sites for regeneration x 5 annual visits per annum
 - Linked to point above, evidence demand for electricity and infrastructure network upgrades through the production of a report.
- Continue to promote and develop South Kesteven as an attractive visitor destination, focusing on our cultural and heritage strengths
 - Adoption of the Tourism Strategic Framework
 - Increase annual visitor numbers to South Kesteven by 3% from 2023
 - Increase annual spend by visitor to South Kesteven by 3% from 2023

With additional targets identified to:

- Strengthen the knowledge and expertise of the ‘People and Skills’ sub-group of the LEF through expanded recruitment of the board, with greater representation from local schools in the district.
 - Adopted new Terms of Reference for the LEF People and Skills Sub-Group
- Foster business and education connections through attendance and facilitation of networking events.
 - Network events attended X5
- Proactively seek and support interventions to grow and expand the skill base for businesses, such as SWAP’s, apprenticeships and work placements.
 - Companies supported X3

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A blueprint for South Kesteven's economy

Economic Development Strategy & Action Plan

2024 - 2028



Foreword

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

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

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

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

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

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

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

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

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

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

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



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

Executive Summary

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

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

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

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

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

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

As a strategic leader, influencer and procurer of goods, South Kesteven District Council must set the tone for employees, residents and businesses to embrace change, instead of fearing it.

This is why this strategy has been created to articulate the future and how the ambitions are going to be delivered.

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

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

This strategy is best seen as a living, dynamic document which requires the Council to build a comprehensive system ensuring all partners and stakeholders across the District are making decisions that support it.

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Appendices

01 South Kesteven Economic Profile
02 Strategy and Policy Context
03 State of the District

01 Location

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

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

A snapshot of South Kesteven



02 The Local Economy

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

Summary SWOT analysis

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

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

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

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

There is a need to tackle all drivers of Productivity Land, Labour, Capital and Enterprise to effectively grow, retain and capture high value growth opportunities and job growth in the future.

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

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

Strengths

- High living standards
- Skills profile
- Local economy
- Resilient visitor economy
- Regional connectivity

Weaknesses

- Productivity
- Economic inactivity
- Resident vs workplace earnings disparity
- Local transport connectivity

Opportunities

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

Threats

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

02 the local economy



03 South Kesteven An Economic Vision

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

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

The District's economy is growing strongly, through the retention, growth and attraction of knowledge-intensive services, generating high quality jobs, with productivity levels above the regional median and wages above the national average.

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

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

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

Enabling economic growth is a golden thread which runs through all aspect's of the Council's activity and service delivery. Reflecting on this the overall economic ambition complements the five priorities set out in the South Kesteven District Council Corporate Plan which are for the authority to:

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

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

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

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

What we have achieved

Created the Local Economic Forum

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

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

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

Entrepreneurial, start-up and Business support, advice and guidance

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

Advisers provide impartial information, diagnostic and brokerage services to businesses of all sizes and

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

Exhibited at conferences and trade shows

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

Greater Lincolnshire UK
**The Defence & Security Sector
Investment Opportunity**



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

What we will do

Introduce a business newsletter, webinars and podcasts

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

Continue to distribute UK Shared Prosperity Fund

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

Use the Local Economic Forum effectively

- Actively engage with the Local Economic Forum, share information, build community and allow easy sharing of resources and ideas. Draw upon expertise to shape the work of the Council's approach to economic development beyond current funding streams.
- Evolve the Local Business sub-groups of the Local Economic Forum to optimise UKSPF and other funds and to provide interventions which support local businesses to thrive, innovate and grow. This includes collaborating (where appropriate) with other places and may involve segmenting the South Kesteven business population to focus on specific interventions to best meet local business need.
- Supplement engagement with the Local Economic Forum and sub-groups by continuing to work closely with business representatives, Town/Parish Councils and the Third Sector across the District to ensure a strong and consultative voice on all economic development issues.

Help to access financial support

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

Sector support

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

Invest in clean growth

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

Social Value in procurement

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

Develop a small business agreement

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

Host and support Meet the Buyer events

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

Support start-up and step-up businesses

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

Profile business innovation

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

Inspire, transform and sustain cultural change

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



Area of strategic focus 2: Skills Development

What we have achieved

Supported apprenticeships

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

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

Created a grow your own culture of caring

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

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

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

Received the Armed Forces Covenant Gold Award

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

Civic reception

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

Moved to new offices, with flexible and agile working

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



Area of strategic focus 2:

Skills Development

What we will do

Reduce barriers to employment

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

Develop skills by working in partnership with local educational facilities

- To feed the existing and future pipeline of planned developments throughout the District, it is necessary to have a robust and fit for purpose further and higher education offering. Targeting learning opportunities in areas where future job creation is most prevalent is going to be key to the skills delivery landscape. It will be necessary for key partners to work together on this endeavour.
- Provide opportunities to retain the District's young talent and to attract young professionals into the local economy.
- Work with education providers and local businesses to highlight the range of career options available in the District.

Support a higher skilled and higher paid workforce across South Kesteven

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

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

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

Support the delivery of Armed Forces Covenant pledges

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

Develop diverse digital talent

- Focus and invest in ensuring residents have the digital skills and confidence to thrive. Create the conditions for digital businesses and entrepreneurs to see the District as an exciting choice to start, locate and scale their business.
- Work with colleges, university centres and partners to connect employers and learners through nationwide Skills Boot Camps that give people the digital skills needed to take the first step into upskilling or changing their career path.

- From the perspective of the digital divide that hinders inclusiveness, consideration will be made to improving digital skills, not only workers but also all members of society

Support emerging growth sectors and new employers

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

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

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

Future skills for rural businesses

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



Area of strategic focus 3: Inclusive Growth and Regeneration

What we have achieved

Planned for growth

The adopted Local Plan provides the vision and framework for how long-term housing, commercial and infrastructure growth will be delivered in South Kesteven, supporting Grantham's ambitions as a 'sub-regional' centre for investment.

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

The Local Plan sets out a requirement for 16,125 homes to be built over the period 2011-2036, at an average of 650 homes per year.

Introduced a plan aimed at securing investment funding

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

Infrastructure Funding Statement

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

The IFS provides information on the monetary (and non-monetary) contributions sought and received from developers for the provision of infrastructure to support development in South Kesteven. The total funds held on 31 March

2023 was £3,575,719.46. Monies agreed in Section 106 Agreements (S106) which were signed in 2022/2023 for the future and were not yet due to be received, totalled £7,225,090.80.

Advanced Grantham's High Street

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

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

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

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

Invested in and maintained heritage

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

Consulted with the community

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

Introduced an exciting range of heritage interpretation activity

As a result of the HSHAZ a range of activities were completed to highlight, share and celebrate Grantham's heritage including the creation of in person and digital guided tours, a 'Grantham Trumps' card game and a colouring book celebrating the Trigge Chained Library.

A dedicated lamppost banner campaign highlighted historic imagery, and a cultural programme included community ceramics and print projects, theater, dance and sculpture installations.

In addition SKDC supported the Trustees of Grantham Museum with their application to the Arts Fund 'Reimagine' grants programme, securing £18,600 to support building the museum's operational capacity, volunteer development and training, and curatorial support.

Secured external funding

Other initiatives where external funding has been secured are:

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

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

The Council received just shy of £4 million from the Government's United Kingdom Shared Prosperity Fund and Rural England Prosperity Fund.

In February 2023, the Council established a UK Shared Prosperity Fund and Rural England Prosperity Fund Programme Board with a specific remit to set the direction for the programme, support the Lead Officer

in overseeing the overall progress of the programme and make recommendations to decision-makers in accordance with the Council's scheme of delegation for executive functions.

Launched rural business capital grant scheme

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

Secured funding to tackle violence against women and girls

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

Exploring how to bring green space into town centre regeneration

The Council worked alongside the Woodland Trust and with University of Sheffield Masters students to identify ways of adding greening elements, such as trees and shrubs, to Westgate and Market Place in Grantham.

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

Supported businesses in times of need

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

National finalists for awards

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

Grantham was a 2022 finalist for the Academy of Urbanism Great Town Award, and the Visa 'Talk of the Town – Rising Star' Award.

Area of strategic focus 3: Inclusive Growth and Regeneration

What we will do

Provide effective delivery of strategic sites

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

Planning ahead

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

Create pride of place

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

Unlock land and stalled development sites

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

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

Filling empty high street shops

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

Support the path to net zero

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

Advance shovel-ready projects, supporting better social outcomes

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

Connected towns

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

Create age-friendly communities

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

Regenerate and improve town centres and manage parking demand

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

Increase urban tree canopy cover

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

Refocus Grantham Town Team

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

Safety and accessibility audits

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

Create bustling markets

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

Preserve and enhance heritage assets of the District

- Produce a Conservation and Heritage Strategy.
- Explore opportunities for securing further funding to support the conservation and regeneration of the District's built heritage.



Area of strategic focus 4:

Inward Investment

What we have achieved

Major growth locations

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

Bourne

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

Grantham

- Spitalgate Garden Village
 - Located on the southern fringe of Grantham, covering an area of approximately 224 hectares.
 - 3,700-home garden village that will include shops, schools and a health centre.
 - The site is set to include around 11 hectares of B2, B8 and E(g) employment generating uses.
- Spitalgate Level
 - Located In southern Grantham as part of the wider Grantham Strategic Gateway employment allocation.
 - Recent outline approval for Carta Real Estate Limited
 - Comprises 43,200 sqm of B2-class floorspace and 43,200 sqm of B8-class floorspace.

- Prince William of Gloucester Barracks
 - Due for decommissioning as a British Army installation in 2028, after which the site is expected to deliver 3,500 - 4,000 units with approximately 1,745 anticipated to be constructed by 2041 with the rest beyond.
 - The site is set to include around 8 hectares of employment land for E(g) employment generating uses.
- Rioja Designer Outlet Village
 - With the construction of the new junction south of Grantham on the A1, the Grantham Designer Outlet Village is expected to be one of the few outlets in the UK to have both visibility and direct access from a major highway.
 - The aim is to create a state-of-the-art retail destination, which upon completion is expected to release a total of 137 units.
- Grantham Downtown Designer Outlet centre
 - Sitting alongside the existing Downtown store off Old Great North Road, Great Gonerby.
 - The site is set to feature more than 100 individual designer outlet stores, 1,979 parking spaces, offices, leisure provision, a training academy, multi-storey car park, tourist information and visitor centre.
- Roseland Business Park
 - There has been a recent approval on the disused airfield section of Roseland Business Park for 82,700 sqm of B8-class storage uses.

Stamford

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

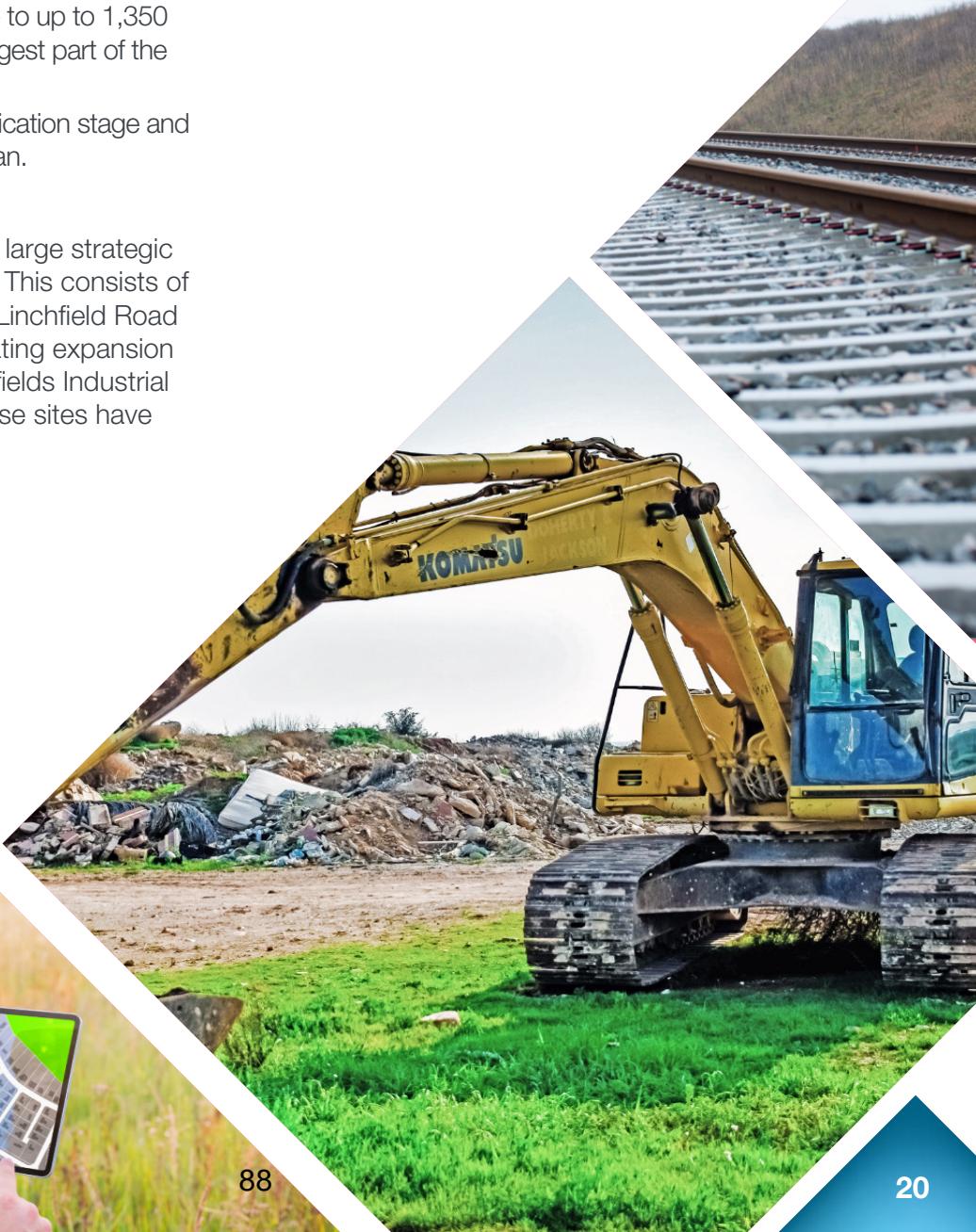
The Deepings

- The Deepings currently has two large strategic allocations within the local plan. This consists of 680-unit residential scheme off Linchfield Road and a 14ha employment generating expansion to the currently operating Northfields Industrial Estate. At present neither of these sites have planning permission.

Commenced partial review of the Local Plan

The current Local Plan was adopted in January 2020. The Council is now focusing its ambitions on building more affordable homes and planning for major growth. To address these priorities, a partial review of the adopted Local Plan is underway and is expected to be adopted in 2026.

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



Area of strategic focus 4: Inward Investment

What we will do

Support for foreign-owned businesses

- Work with the Department for Business and Trade (DBT) to help all foreign-owned businesses in South Kesteven to grow.

Produce a pitch book with accompanying aerial filming and motion graphics

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

Develop investment-ready projects

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

Enhance digital connectivity

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

Champion a stronger local economy

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

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

Support business expansion and talent attraction

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

Supply sites and premises for industry

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

Increase partnership working with developers and investors

- Work in partnership with developers that meet the needs of investors and provide high-quality employment opportunities, especially but not limited, to target key growth sectors such as advanced manufacturing, logistics, engineering, healthcare, the visitor economy and the recreation and arts sectors.
- With the support of the planning team, design and implement a model for more effective use of planning obligations to support economic development activity.

Support innovation and enterprise

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

Optimise local benefits of nationally significant infrastructure projects

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

Area of strategic focus 5: Enhancing South Kesteven's tourism and visitor economy offer

What we have achieved

Free folk festival

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

Hosted inaugural Tourism Networking Event

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

Supported Destination Lincolnshire

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

Promoted the Destination Lincolnshire Tourism Excellence Awards

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

Joined the Tourism Management Institute

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

Spotlight on women who have shaped South Kesteven

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

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

Introduced range of place promotion initiatives

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

Introduced Hidden History app

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

Established a cross-Council events team

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

Peer networking

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

Area of strategic focus 5: Enhancing South Kesteven's tourism and visitor economy offer

What we will do

Active partner of Destination Lincolnshire

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

Support accessible tourism

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

Review heritage plaque and information trails

- Engage in an audit of existing heritage plaques. In collaboration with local Civic Societies, Town Councils and other stakeholders, identify notable figures with connections to buildings across South Kesteven in readiness for an extended national scheme, a Council Blue Plaque Scheme or both.
- Raise the profile of the Grantham TrailTail app and complete the development of trails exploring the District's other towns.

Support a rich history

- Explore supportive actions the Council can take to promote and upgrade local heritage sites to strengthen the local, national and international audience using economy and build civic identify.
- Support the delivery of the 'Soldiers from the Sky' project funded by the National Lottery Heritage Fund and explore further options to build upon the District's considerable military heritage, which

provides opportunity to generate both national and international interest.

Support and celebrate diversity and inclusion

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

Support sustainable tourism

- Develop a coordinated offer to ensure South Kesteven's attractions are promoted to a national and international audience using latest technologies and platforms.
- Explore opportunities for introducing a Green Travel Plan that would enable visitors and residents to visit the many cultural heritage sites and green spaces via active travel routes and public transport.

Capitalise on cultural and heritage strength

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

Continue professional development

- Through membership of the Tourism Management Institute increase learning and adoption of the latest in digital innovation, marketing and tourism trends and data, along with initiatives to promote sustainable tourism strategies and opportunities.
- Disseminate knowledge with visitor economy businesses to ensure the sector is well informed on current thinking and trends and fully equipped to exploit new technology and raise digital skills.

Area of strategic focus 5: Enhancing South Kesteven's tourism and visitor economy offer

What we will do

Networking events

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

Support a film-friendly South Kesteven

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

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

- Continue to invest in footfall and STEAM data (Scarborough Tourism Economic Activity Monitor) evaluation model data.
- Identify where there are gaps in visitor economy data and intelligence and look to obtain relevant datasets and reports to fill these voids."



04 Action Plan

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

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



Area of focus 1

Business and Job Creation and Employment Safeguarding

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

ACTION TO TAKE PLACE			BY WHOM? PARTNER ORGANISATION	TIMESCALE		
				ONGOING	1	3
1.13	Social value in procurement	Capitalise on local development projects as opportunities for skills development and training	• Head of Economic Development & Inward Investment to lead and engage with other Council teams as necessary	✓		
1.14	Develop a small business concordat	Develop a statement of principles and publish guidance for suppliers on how to do business with Council and details of forthcoming bidding opportunities	• Head of Economic Development & Inward Investment – working with Procurement		✓	
1.15	Host and support Meet the Buyer events	Provide the opportunity for contracts framework and supply chain opportunities	• Head of Economic Development & Inward Investment to lead, Business & Skills Officer to support working with Procurement • Potential for consultant commission to explore local value spend multipliers etc • Explore social value calculator to evaluate grant applications and procurement – and support businesses in understanding how procurement works	✓		
1.16	Support start-up and step-up businesses	Explore and implement ways which identify sites and premises to enable people to start and grow their businesses	• Economic Development Team to highlight relevant support available through Business Lincolnshire's delivery of support including BBC and the Growth Hub, as well as connecting to key partner organisations such as the FSB and the Lincolnshire Chamber of Commerce • Business & Skills Officer to work with partners to refer relevant businesses and develop support • Identify opportunities to enhance or provide a range of available business premises	✓		
1.17	Profile business innovation	Support increased levels of innovation activity, through innovation institutions in key sectors	• UKSPF funding to be deployed for business innovation • Longer term Head of Economic Development & Inward Investment to lead on strategic development of innovation support beyond 2025		✓	
1.18	Inspire, transform and sustain cultural change	Support independent companies to realise the potential of digital transformation, embrace new business models or implement new ways of working	• Business & Skills Officer to promote the availability of UKSPF funding for digital innovation to businesses	✓		

Area of focus 2

Skills Development

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

Area of focus 3

Inclusive Growth and Regeneration

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

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

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

Area of focus 4

Inward Investment

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

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

Area of focus 5

Enhancing South Kesteven's tourism and visitor economy offer

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

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

Monitoring and evaluation

Performance indicators

The South Kesteven Economic Development Strategy 2024 – 2028 will directly supports the Council's Corporate Plan aims support **'A thriving District to live in, work and visit'**

Specifically, Priority 3: Enabling Economic Opportunity Mission: To enable and support a dynamic, resilient and growing local economy, which benefits all our communities.

To support this approach the Council has adopted several Targets which this Strategy will seek to deliver:

- Deliver the Economic Development Strategy and accompanying action plan
 - 100% of annual actions on target/complete
- Deliver initiatives to expand and deepen engagement with business
 - Following the introduction of a customer relationship management system (CRM), introduce a 'call and care programme' to support the top 20 businesses in SK
 - Increase business participation in LEF X12 with Town Councils and Business Clubs
- Continue to distribute the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) and explore opportunities to develop a legacy beyond the funding period
 - 100% of funding distributed
- Embed and strengthen the Local Economic Forum as a key institution for local stakeholders to shape the District's approach to skills, business support and investment
 - Work closely with Town Councils and Business Clubs across the District
- Work with the Lincolnshire Growth Hub to support businesses start, succeed and grow
 - No of businesses supported x60
 - Jobs created x100
 - Inward Investment projects attracted x2 per year
- Strategically leverage the Council's procurement spend to maximise social value
 - Introduce SKDC Procurement Charter to exploit local employment and supply chain opportunities
 - Introduction of a statement of principles and publish guidance for suppliers on how to do business with Council and details of forthcoming

bidding opportunities.

- Provide the opportunity for contracts framework and supply chain opportunities through X2 Events
- Consider targeted interventions – planning powers and schemes, to achieve high-quality regeneration across the District and explore options to unlock stalled sites.
 - Develop an investment prospectus to promote the District regionally and nationally
- Develop a long-term approach to regeneration and be prepared for investment and funding opportunities.
 - Prepare a Pipeline of 'oven ready' projects x1 per annum
 - Work with landowners and stakeholders to identify development constraints for identified sites for regeneration x5 annual visits per annum
 - Linked to point above, evidence demand for electricity and infrastructure network upgrades through the production of a report
- Continue to promote and develop South Kesteven as an attractive visitor destination, focusing on our cultural and heritage strengths
 - Adoption of the Tourism Strategic Framework
 - Increase annual visitor numbers to South Kesteven by 3% from 2023
 - Increase annual spend by visitor to South Kesteven by 3% from 2023

With additional targets identified to:

- Strengthen the knowledge and expertise of the 'People and Skills' sub-group of the LEF through expanded recruitment of the board, with greater representation from local schools in the District
 - Adopted new Terms of Reference for the LEF People and Skills Sub-Group
- Foster business and education connections through attendance and facilitation of networking events.
 - Network events attended X5
- Proactively seek and support interventions to grow and expand the skill base for businesses, such as SWAP's, apprenticeships and work placements
 - Companies supported X3

Contact

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

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A blueprint for South Kesteven's economy

Economic Development Strategy & Action Plan

2024 - 2028

Appendices

Appendices

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03 State of the District

Available online at:

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

01 South Kesteven Economic Profile

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

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

Powered by strong internet connectivity, over 97.33% of homes and businesses have access to superfast internet speeds greater than 30 megabits per second (Mbps) and 72.3% of premises have access to gigabit speeds. However, there are gaps in provision, especially in rural and isolated villages. 0.71% of South Kesteven receives speeds below 2 Mbps.

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

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

South Kesteven boasts outstanding schools for primary and secondary education (both private and public), with excellent further education provision.

The District has been a magnet for ambitious individuals and its influence in many areas of national and global life cannot be overstated.

Mathematicians, physicists, astronomers, alchemists, theologians, authors and a Prime Minister were educated in the District.

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

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

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

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

The Council declared a Climate Emergency in 2019, pledging to reduce the organisation's carbon footprint by at least 30% by 2030 and endeavour to become net-zero as soon as viable before 2050. More recently, the climate change reserve was increased to £300,000 to pump-prime and fund one-off climate initiatives.

Whilst a huge challenge, now is the time for bold collective action in developing employment and business activities.

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

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

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

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

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

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

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

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

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

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

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

Bourne

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

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

Bourne has a unique motor racing heritage having been home to two of Britain's greatest racing car builders - English Racing Automobiles and British Racing Motors - who are celebrated in the town's heritage centre at Baldock's Mill. Sir Jackie Stewart and Graham Hill both drove for British Racing Motors in the 1960s.

One of the town's other famous sons, also celebrated in Baldock's Mill, was Charles Fredrick Worth. Born in the town in 1825, Charles revolutionised fashion across Europe.

Bourne is home to Bourne Woods, a quiet, atmospheric ancient woodland with home to an abundance of broad leaf and coniferous trees. In the spring the woods are a wonderful spot to enjoy native wildflowers, the area is particularly known for bluebells. You can also catch a glimpse of herons and kingfishers by the ponds and discover walking trails, cycling, plus horse riding routes and designated picnic areas.

The train commute to London from nearby Peterborough takes 50 minutes, while the A15 major north/south artery and the nearby A1 trunk road also provide great transport links.

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

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

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

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

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



Grantham

Grantham is located approximately 25 miles east of Nottingham, 38 miles north-west of Peterborough and 112 miles north of London.

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

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

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

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

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

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

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

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

Grantham is home to St Wulfram's Church, which has the second largest spire in Lincolnshire.

Grantham, which hosts a market every Saturday, has three parks that have been accredited with Green Flag status - Queen Elizabeth park, Dysart Park and Wyndham Park.

There is a reason why Wyndham Park has held Green Flag status for 12 years: it is an incredible space to spend time with family and friends. A café, ice cream parlour, restrooms, children's playgrounds, tennis courts, and a model boating lake are just some of the park's facilities and with plenty more to do and explore, you could happily spend all day there.

Other attractions in Grantham include the brilliant Guildhall Arts Centre, which hosts shows, groups, art collections and school holiday events, plus much more! Next door is Grantham Museum, which is free to visit where you can learn all about the town and its incredible history.

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



The Deepings

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

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

Today the town is thriving with a varied and busy high street in an attractive historic setting and is home to the ever-growing biennial Deepings Literary Festival which attracts many leading names from the literary world.

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

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

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

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

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

Market Deeping is home to some fantastic small local businesses such as the Iron Horse Ranch House which host amazing community events. The Market Deeping antiques and craft centre is another must visit when you are in town, plus there is not one but two award winning chip shops! The local library is an important support for the town.

Nearby attractions include John Clare Cottage and Tallington Lakes.



Stamford

Stamford is praised for several different qualities, from its unique blend of history and Georgian architecture to its unique and diverse range of shops. Stamford won the supreme compliment from The Sunday Times newspaper as 'Britain's top place to live' in 2021, and was proclaimed by Sir Walter Scott as 'the finest sight on the road between London and Edinburgh' while Sir John Betjeman said it was England's most attractive town.

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

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

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

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

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

Stamford is the home of a vibrant poetry scene and has two poet laureates. The current Stamford Poet Laureate is Caroline Avnit and the Youth Laureate is Jasper Cairns.

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

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



Employment Land

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

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

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

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

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

Roseland Business Park, Long Bennington - a 9ha addition to the well-established multi-let industrial estate, comprising some 18 buildings currently configured as 27 units ranging from 1,000 to 50,000 sq f. The site has good connectivity to the A1 and surrounding transport links.

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

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

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



02 Strategy and policy context

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

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

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

The National Planning Policy Framework

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

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

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

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

How this policy impacts South Kesteven:

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

Heritage protection

South Kesteven is one of the most heritage-rich local authority District's in the East Midlands with 2,150 listed buildings, 600 of which are in Stamford. There are 120 Grade I listed buildings in South Kesteven and around 200 Grade II, along with 92 Scheduled Ancient Monuments.

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

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

Stamford was the first urban Conservation Area to be designated in England in 1967. There are currently 48 Conservation Areas in South Kesteven.

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

How this policy impacts South Kesteven:

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

Levelling up the United Kingdom

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

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

How this policy impacts South Kesteven:

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

Armed Forces Act

The Armed Forces Act came into force in November 2022. It conveys a duty requiring those who serve or have served in the Armed Forces, and their families, should not suffer because of their service.

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

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

An annual update report is presented to the relevant Council Overview and Scrutiny Committee.

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

How this policy impacts South Kesteven:

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

The Skills Act

In April 2022, new laws were passed through the Skills and Post-16 Education Act.

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

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

How this policy impacts South Kesteven:

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

Net zero

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

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

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

How this policy impacts South Kesteven:

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

UK Innovation Strategy

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

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

How this policy impacts South Kesteven:

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

Devolution

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

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

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

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

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

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

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

National funding

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

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

UK Shared Prosperity Fund

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

Rural England Prosperity Fund

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

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

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

How this policy impacts South Kesteven:

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



Regional Policy

Greater Lincolnshire Local Enterprise Partnership (GLLEP)

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

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

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

How this policy impacts South Kesteven:

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

Lincolnshire County Council (LCC)

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

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

How this policy impacts South Kesteven:

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

Local Skills Improvement Plan

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

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

How this policy impacts South Kesteven:

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

Local Policy

South Kesteven Corporate Plan 2024-2027

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

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

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

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

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

Climate Action Strategy

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

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

How this policy impacts South Kesteven:

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

The South Kesteven Local Plan

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

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

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

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

How this policy impacts South Kesteven:

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

Conservation

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

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

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

How this policy impacts South Kesteven:

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

Grantham Transport Strategy

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

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

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

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

How this policy impacts South Kesteven:

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



Emerging Trees and Woodland Strategy

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

How this policy impacts South Kesteven:

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

The (emerging) Greater Lincolnshire Destination Management Plan

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

How the Destination Management Plan impacts South Kesteven:

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

Armed Forces Covenant

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

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

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

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

An annual update on Armed Forces engagement is considered by the Council's Rural and Communities Overview and Scrutiny Committee.

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

How the Covenant impacts South Kesteven:

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

Lincolnshire Women's Strategy

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

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

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

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

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

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

How this strategy impacts South Kesteven:

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



Contact

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

South Kesteven District Council

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Tuesday, 8 October 2024

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

Award of Contract – Security Services

Report Author

Karen Whitfield, Assistant Director – Leisure, Culture and Place

 Karen.whitfield@southkesteven.gov.uk

Purpose of Report

A compliant procurement process has been undertaken to identify a preferred supplier to satisfy the Council's security requirements. This report seeks Cabinet approval to award a contract to the successful contractor.

Recommendations

Cabinet are asked to approve the contract award for the Council's security arrangements to Marvellous Security Services at a projected annual cost of £50k for a period of three years with the option to extend for a further two years.

Decision Information

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

Implications

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

Finance and Procurement

- 1.1 The Council's annual spend on security services is approximately £50k per annum. In line with the Council's Contract Procedure Rules a procurement exercise has taken place to identify a preferred supplier.
- 1.2 The award of a contract to the preferred supplier will ensure that there is a formal contract in place with meets the needs of the Council.

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

Procurement

- 1.3 A compliant procurement process has been followed to identify a preferred supplier in respect of the Council's security requirements. The process has been supported by Welland Procurement and conducted in accordance with best practice and the Public Contract Regulations 2015 to ensure that the principles of transparency, equity and fairness have been adhered to.
- 1.4 Should the recommendation within this report be supported a formal contract will be awarded following the necessary standstill period.

Completed by: Helen Baldwin, Procurement Lead

Legal and Governance

- 1.5 A compliant procurement exercise has been undertaken and the recommended action is in line with the Council's Contract Procedure Rules.

Completed by: Mandy Braithwaite, Legal Executive

Safeguarding

- 1.6 Within the contract specification the Council has set out its requirements including the provision that all security staff employed to deliver services on behalf of the Council have a Disclosure and Barring Service check.

Completed by: Sarah McQueen, Housing Options Manager and Safeguarding Lead

2. Background to the Report

- 2.1. Within the Council's Corporate Plan (2024 – 2027) the Council has set a key priority of Connecting Communities with the ambition of South Kesteven being a thriving district where residents and visitors feel safe and supported.
- 2.2. The Council has a requirement for security provision across a range of activities which includes keyholding for Council owned buildings, car parks, park facilities, and undertaking security patrols. In addition, there is a requirement to steward and manage traffic barriers at events such as Grantham and Stamford mid-Lent fairs and the Grantham Christmas light switch on.
- 2.3. When necessary security cover has previously been required to provide door cover for public meetings, and a security presence was recently provided during opening times to support Customer Services staff following an incident.
- 2.4. A procurement process to secure a suitably qualified security contractor began in May 2024 and was supported by Welland Procurement.
- 2.5. Within the contract specification the Council has set out its expectations in relation to the behaviour, appearance and qualifications of the security personnel to be employed. This includes the individuals being subject to a Disclosure and Barring Service (DBS) check.
- 2.6. Due to the local nature of the work and the frequent requirement for an urgent response, the specification identified the need for the preferred contractor to be able to satisfy all of the Council's requirements without the use of sub-contractors.
- 2.7. The tender opportunity was advertised on the Council's ProContract portal. A total of 88 expressions of interest were received which resulted in 19 tender submissions. Bids were evaluated with 70% of the score being made up from the responses to a series of quality questions, and 30% on the price submitted.
- 2.8. Following evaluation by the panel and moderation the preferred contractor is Marvellous Security Services who were the highest scoring tenderer.
- 2.9. The proposed contract annual amount is £50k and the contract period is for three years with the option to extend for a further two years. This would be subject to review to ensure the arrangement meets the ongoing needs of the Council and the contract continues to deliver value for money.

3. Key Considerations

- 3.1. A formal contract arrangement will provide the Council with the opportunity to implement contract management processes and take any necessary action should performance not be in line with the Council's requirements.

4. Other Options Considered

- 4.1. The option to do nothing has been discounted due to the Council's ongoing requirement for security services.

5. Reasons for the Recommendations

- 5.1 A fully compliant procurement process has resulted in the identification of a supplier which meets the Council's requirements.



Cabinet

Tuesday, 8 October 2024

Report of Councillor Richard Cleaver
Cabinet Member for Property and
Public Engagement & Councillor Phil
Dilks Cabinet Member for Planning

IDOX Software Procurement

Report Author

Emma Whittaker, Assistant Director of Planning & Growth

✉️ emma.whittaker@Southkesteven.gov.uk

Purpose of Report

To seek approval to enter into a 5-year renewal of the contract with IDOX Software Ltd for the planning, building control and land charges software.

Recommendations

Cabinet is recommended to approve the award of contract to IDOX Software Ltd for the provision of the Planning, Building Control and Land Charges software for a period of 5 years at a total cost of £306,855.59.

Decision Information

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

1. Implications

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

Finance and Procurement

- 1.1 The Council's indicative budgets for 2025/26 onwards includes provision for the procurement of software to provide the databases for Planning, Building Control and Land Charges.

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

Procurement

- 1.2 It is confirmed that a fully compliant procurement process has been completed and the Council's Procurement Lead has been consulted throughout the process.

Completed by: Helen Baldwin (Procurement Lead)

Legal and Governance

- 1.3 There are no significant legal and governance implications arising from the report which are not already reflected elsewhere in the report, particularly in relation to procurement and compliance with the Council's Contract Procedure Rules.
- 1.4 The report could not be added to the Cabinet Forward Plan in time to give 28 days' notice, and therefore the General Exception Notice process has been followed as per Paragraph 17 of Part 4(2) of the Constitution (Access to Information Procedure Rules). The decision is also exempt from call-in due to its urgency. The notice is available at:
- 1.5 <https://moderngov.southkesteven.gov.uk/documents/s43705/General%20Exception%20Notice%20and%20Exemption%20From%20Call-In-%20Planning%20Software.pdf>

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

2. Background to the Report

- 2.1. There is a clear commitment in the South Kesteven Corporate Plan (2024-2027) to ensure that the Council is an effective Council. The mission is to deliver trusted and high quality and value-for-money services that meet the needs and expectations of our residents.
- 2.2. To do this the Council requires software that enables planning and building control applications and land charges requests to be managed efficiently and effectively.
- 2.3. The Council currently uses Idox software Ltd to provide the software applications Uniform and Total Land Charges (TLC) which are used by Planning, Building Control and Land Charges.
- 2.4. The current contract expires on 29th October 2024.
- 2.5. The renewal contract would be a direct award issued via the Crown Commercial Services Framework RM6259 – Lot 3 Housing, Environment and Planning Software.
- 2.6. The proposed contract will run from 30th October 2024 to 29th October 2029.
- 2.7. Costs for the renewal are as follows:

Year 1 – 30/10/2024 – 29/10/2025	£57,797.65
Year 2 – 30/10/2025 – 29/10/2026	£59,531.58
Year 3 – 30/10/2026 – 29/10/2027	£61,317.53
Year 4 – 30/10/2027 – 29/10/2028	£63,157.06
Year 5 – 30/10/2028 – 20/10/2029	£65,051.77

- 2.8. Uniform is a case management system used by the planning and building control teams and has a number of modules and related applications within it that support the day-to-day management of these services. This includes:
 - Planning (applications, enforcement, tree preservation orders, listed buildings, appeals and public/consultee access)
 - Building Control (building control applications, dangerous structures and a remote working/site visit application)
 - Electronic Document management systems for both planning and building control
 - Land Charges (Total Land Charges)
- 2.9. This is a renewal of contract, therefore the cost of procuring the software was included in the already agreed indicative budgets for 2025-26.

3. Key Considerations

- 3.1. The Council's Planning, Building Control and Land Charges databases are currently stored within the IDOX software. If the contract is not renewed, then the Council will not have a license to access and update this data.
- 3.2. The Building Control service (East Midlands Building Consultancy) is a shared service provided across three authorities, South Kesteven, Newark and Sherwood District Council and Rushcliffe Borough Council. South Kesteven is the host authority and is responsible for holding and sharing data with both Councils.
- 3.3. Rushcliffe and Newark and Sherwood Councils also currently use Idox within their own planning departments.

4. Other Options Considered

- 4.1 The Council could consider replacing the software with another product. However, the existing control expires on 30th October and there is insufficient time to source, develop and transfer data to a new system. This option has been discounted.
- 4.2 Whether the Council could enter into a shorter contract has been explored. However, this is not possible to therefore this option has been discounted.

5. Reasons for the Recommendations

- 5.1. It is recommended that the Council renews with Idox software for 5 years.
- 5.2. Changing to another software supplier will increase costs to the Council and could also cause compatibility problems with our partner authorities for Building Control information to be accessed by their own Idox installations.
- 5.3. The IDOX software has been used by the Council for a number of years and is embedded in the service provision. To switch to another operator would be complex and take a considerable amount of time. The Council is legally required to hold databases for Planning and Building Control and if an alternative provider was sourced it would take time to design a new system and ensure that these registers are transferred properly. The system is used by both officers and the public who use can view planning and building control registers online. Additionally, significant work has been carried out in the last year to use the Public Access function allowing residents and statutory consultees to interact with the system. This includes viewing and commenting on planning applications online which has resulted in a reduction in administration work and a greater transparency for officers, Councillors and members of the public.

The Land Charges software (TLC) is linked to Uniform and pulls planning and building control data in order to provide land charges searches quickly and efficiently for our customers.

- 5.4. Software costs are spread across the duration of the contract so a three- or four-year contract would mean a significantly higher cost per year for the same service. A three-year contract would have a higher annual cost of approximately £67,000.
- 5.5. The procurement of the software has followed a compliant process.

6. Consultation

- 6.1. Feedback was given from the service areas that currently use the software (Planning, Building Control and Land Charges) regarding the suitability of the current product.

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Tuesday, 8 October 2024

Report of Councillor Rhea Rayside
Cabinet Member for People and
Communities

Revised Contaminated Land Strategy 2024

Report Author

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Purpose of Report

To brief Cabinet on the Council's requirements to have a Contaminated Land Strategy, along with providing the proposed updated strategy for approval.

Recommendations

Cabinet is recommended to:

1. Approve the revised Contaminated Land Strategy 2024 for adoption and implementation in Appendix 1 with the inclusion of the suggested amendments contained in section 6 of the report.
2. Approve that future minor amendments to the Contaminated Land Strategy 2024 are made with the approval of the Head of Service – Public Protection, in consultation with the Cabinet Member for People and Communities.

Decision Information

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

1. Implications

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

Finance and Procurement

- 1.1 There are no direct financial implications arising from this report. The financial consequences of any pollution is set out at paragraph 2.4

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

Legal and Governance

- 1.2 The Council's legislative requirements in relation to contaminated land are set out in the body of the report. There are no further significant legal or governance implications arising from this report.

Completed by: Graham Watts, Monitoring Officer

2. Background to the Report

- 2.1 There is a substantial legacy of contaminated land in the United Kingdom, due to its long industrial heritage and previous waste disposal practices. There are now various regimes in place to prevent new contamination however the historic contamination remains and still has the potential to adversely affect people's health, as well as damage water quality, ecological systems and property.
- 2.2 Under Part 2A of the Environmental Protection Act 1990, South Kesteven District Council (SKDC) has gained regulatory duties and powers relating to contaminated land. The provisions of Part 2A came into force on 1 April 2000.
- 2.3 The Contaminated Land Inspection Strategy, fulfils the first of SKDC's responsibilities – to prepare and publish a Strategy. The strategy was last updated in 2010 following legislative and guidance updates. The Council's duties under the Act are:
 - To inspect the district of South Kesteven for land that may be contaminated.
 - To inspect individual sites to determine whether they are contaminated land.
 - To ensure that appropriate action is taken to remediate contaminated land.

2.4 Part 2A places financial responsibility for remediation of contaminated land on the polluter. Where the polluter cannot be found, landowners or occupiers can be liable for the costs. Part 2A refers to people or organisations that are liable for the costs of remediation as “Appropriate Persons”.

2.5 South Kesteven District Council has had a published Contaminated Land Strategy since 2001 with its last revision being in 2010. The Strategy sets out how South Kesteven District Council will identify and deal with contaminated land. The programme of inspection and intervention will be based on identifying risk and those of high risk given priority.

2.6 The revisions of the strategy are a light touch refresh to reflect the current position across the district and ensure that legislation, addresses, and other details are current. There have not been any significant or major changes to legislation leading to a material change in our approach.

2.7 The aims of the strategy are:

1. To assist in the classification of known contaminated land sites and the identification and classification of any potential contaminated sites within the district by logical and efficient investigation for the purpose of removing unacceptable risk to human health and the environment.
2. To ensure that Part 2A procedures are well integrated and consistent with the planning process.
3. To demonstrate how SKDC will meet its obligations under Part 2A of the EPA 1990 to prepare, implement and keep under periodic review its Contaminated Land Inspection Strategy

2.8 The overarching aims of the government’s policy on contaminated land and the Part 2A regime are set out in statutory guidance and require us to:

- a) To identify and remove unacceptable risks to human health and the environment.
- b) To seek to ensure that contaminated land is made suitable for its current use.
- c) To ensure that the burdens faced by individuals, companies and society are proportionate, manageable, and compatible with the principles of sustainable development.

2.9 Land may have become contaminated because of a current or historic land use. Examples of potentially contaminating land uses include industrial and waste disposal sites. Spills and leakages of substances may also lead to contamination. Part 2A regime provides a risk-based approach to defining and identifying contaminated land and a means to remediate land that poses a significant risk to human health or the environment.

- 2.10 The management of contaminated land includes working closely with the planning and development control processes to ensure that potentially contaminated land is identified, and risks do not arise from redevelopment through the monitoring of applications and changes of land use.
- 2.11 The updated strategy is differing from the existing strategy in that is it a more concise document. Large sections of no longer necessary information have been removed along with priorities and objectives that have been met or are now outdated since the publishing of the last strategy. The updated strategy has taken all relevant sections of the existing policy and added more current and update information. It is intended to be an overarching strategy and not a detailed instruction on the process, legislation and procedure that South Kesteven District Council follow in respect of contaminated land.
- 2.12 The purpose of this updated strategy is to ensure a rational, ordered, timely and efficient approach to dealing with potentially contaminated sites within the South Kesteven district.
- 2.13 Land should be considered not contaminated unless there is reason to consider otherwise. Part 2A is intended to deal with the highest risk sites where no appropriate alternative solution is available.
- 2.14 The Council must always consider the benefits and costs of acting under Part IIA to ensure intervention is both precautionary and proportionate.
- 2.15 The Contaminated Land Strategy 2024 has been prepared in the context of the council's vision and corporate priorities as set out in the Corporate Plan 2024-27, in particular the priority 2 – Sustainable South Kesteven and can be found in Appendix 1.

3. Key Considerations

- 3.1 The revised Contaminated Land Strategy 2024, fulfils SKDC's responsibilities to prepare and publish a Strategy and ensures that the strategy remains fit for purpose.

4. Other Options Considered

- 4.1 To not update the existing Contaminated Land Strategy.
- 4.2 To approve the revised Contaminated Land Strategy 2024 in Appendix 1 without the recommendations in Section 6 of the report.

5. Reasons for the Recommendations

5.1 The revised Contaminated Land Strategy 2024 will ensure that the Council has an up to date and clear approach to dealing with potentially contaminated sites within the South Kesteven district.

6. Consultation

6.1 The Council undertook public consultation on its Contaminated Land Strategy which invited participations from the following key stakeholders:

- Residents of South Kesteven
- Town and Parish Councils
- The Environment Agency
- Lincolnshire County Council
- The Local Planning Authority

6.2 The consultation responses from the Environment Agency had a number of recommendations for inclusion in the Strategy as detailed below.

6.3 In Section 4c Regulatory Context to replace:

“Ensure that any necessary remediation action takes place, either by agreement or enforcement action”

With

“Ensure that any necessary remediation action takes place via voluntary action, agreement or enforcement action”

6.4 In Section 4f Role of the Environment Agency insert

“The Environment Agency will be consulted on applications on contaminated land that poses potential risk to sensitive controlled waters such as groundwater and surface waters.”

6.5 Appendix 2 sets out the full results of the consultation exercise and an overview of responses received.

7. Background Papers

7.1 [contaminated land strategy \(southkesteven.gov.uk\)](http://southkesteven.gov.uk)

8. Appendices

- 8.1 Appendix 1 – Contaminated Land Strategy 2024
- 8.2 Appendix 2 – Contaminated Land Strategy Consultation Results
- 8.3 Appendix 3 – Consultation responses and SKDC feedback

Contaminated Land Strategy

2024



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1. Overview

The purpose of the contaminated land legislation is to ensure that contaminated land is cleaned up and used in such a way that it is safe, suitable for a beneficial use, and does not pose a risk to health or the environment.

The Part 2A regime (also referred to as Part IIA) provides a risk-based approach to defining and identifying contaminated land and a means to remediate land that poses a significant risk to human health or the environment.

a) Responsibilities of Local Authorities

Under Part IIA of the Environmental Protection Act (EPA) 1990, Local Authorities in England are given responsibilities for regulating contaminated land. Each authority has a statutory duty to prepare, implement and keep under periodic review its Contaminated Land Inspection Strategy.

b) Definition of Contaminated Land

The Environmental Protection Act (EPA) 1990 Part IIA provides the legal definition of contaminated land is:

“Any land which appears to the local authority in whose area it is situated to be in such a condition by reason of substances in, on or under the land that

- a) significant harm is being caused or there is a significant possibility of such harm being caused or
- b) significant pollution of controlled waters is being, or is likely to be caused”

The above definition reflects the regulatory role regarding contaminated land which is to enable the identification and remediation of land where contamination is causing unacceptable risks to human health or the environment. It does not necessarily include all land where contamination is present. For land to be defined as contaminated land under Part IIA three elements must all exist in relation to a particular area of land (contaminant linkage):

- **The source** – The cause or source of the contamination is identified. For example, the source might be a leaking tank or contaminated ground or water. The location of the contamination is identified, such as in soils, ground or surface waters.
- **A pathway** – The pathway is the route the source takes to reach a given receptor. Pathways include, for example, air, water, soil, animals, vegetables and eco-systems.
- **A receptor** – If contamination is to cause harm, it must reach a receptor. A receptor is a person, animal, plant, eco-system, property or a controlled water. Each receptor must be identified and their sensitivity to the contaminant must be established.

c) Health Effects and Significant Harm

The following health effects are considered to constitute significant harm to human health: death; life threatening diseases (e.g. cancers); other diseases likely to have serious impacts on health; serious injury; birth defects; and impairment of reproductive functions.

To reduce significant harm the guidance requires that SKDC reduces the significant possibility of significant harm, to determine this SKDC uses a risk assessment approach, considering both the severity and the likelihood of the potential harmful effect.

2. Context of Strategy

The overarching aims of the government's policy on contaminated land and the Part 2A regime are set out in statutory guidance¹: (Statutory Contaminated Land guidance from Defra published April 2012)

- a) To identify and remove unacceptable risks to human health and the environment.
- b) To seek to ensure that contaminated land is made suitable for its current use.
- c) To ensure that the burdens faced by individuals, companies and society as a whole are proportionate, manageable and compatible with the principles of sustainable development.

Land may have become contaminated because of a current or historic land use. Examples of potentially contaminating land uses include industrial and waste disposal sites. Spills and leakages of substances may also lead to contamination. Part 2A regime provides a risk-based approach to defining and identifying contaminated land and a means to remediate land that poses a significant risk to human health or the environment.

The management of contaminated land includes working closely with the planning and development control processes to ensure that potentially contaminated land is identified and risks do not arise from redevelopment through the monitoring of applications and changes of land use.

The purpose of this strategy is to ensure a rational, ordered, timely and efficient approach to dealing with potentially contaminated sites within the South Kesteven district.

Land should be considered not contaminated unless there is reason to consider otherwise. Part 2A is intended to deal with the highest risk sites where no appropriate alternative solution is available.

The Council must always consider the benefits and costs of taking action under Part 2A to ensure intervention is both precautionary and proportionate.

The Contaminated Land Strategy has been prepared in the context of the council's vision and corporate priorities as set out in the Corporate Plan 2020-23, in particular the provision of a clean and sustainable environment.

3. Strategic Aims

The aims of the strategy are:

1. To identify contaminated land sites and any potential contaminated sites within the district by logical and efficient investigation for the purpose of removing unacceptable risk to human health and the environment.
2. To ensure that Part 2A procedures are well integrated and consistent with the planning process
3. To demonstrate how SKDC will meet its obligations under Part 2A of the EPA 1990 to prepare, implement and keep under periodic review its Contaminated Land Inspection Strategy

This updated strategy supersedes all previous versions.

4. Background Information

a. Characteristics of local area

South Kesteven is one of seven districts in the county of Lincolnshire. It covers 365 square miles and has a population of approximately 141,853² At its centre is the largest town of Grantham and also includes the towns of Stamford, Bourne and Market Deeping. Grantham is the district's most important road and rail link, served by the A1 and the London-Edinburgh East Coast main rail line.

Stamford lies in the southwest of the district. Bourne and Market Deeping are small market towns to the south-east of South Kesteven, located on the edge of the fens.

South Kesteven's rural landscape is dominated by agriculture. Central and western parts of the district consist of low undulating terrain with occasional sharp escarpments of limestone. Much of the area is high quality farmland, interspersed with numerous areas of woodland. The rolling landscape gives way to the flat lands of the Fens in the eastern part of the district. The Fens are characterised by flat open country with few trees, and peat bogs with networks of straight drainage channels.

Industrial activity is mainly responsible for the legacy of contaminated land that we are now seeking to address. Former South Kesteven's Contaminated Land Strategies have identified land used for industries that could have caused contamination.

In comparison to many areas of England, South Kesteven has little in the way of present potentially contaminative industry. Current employment is dominantly in the service sector, for example local government, distribution, catering, banking, finance and retail. However, employment in manufacturing industry is above the national average, and above the average for Lincolnshire. For a rural district, employment in agriculture is low (less than 5%). Principal industries are heavy engineering, food processing, distribution, cold storage, agriculture and agricultural engineering and tourism.

South Kesteven District Map



b. Geology

Geology is important in the assessment of contaminated land because it can be a cause of contamination (a source), a means for contamination to move from one place to another (a pathway) or the reason for the existence of something that could be harmed by contamination (a receptor).

The rocks of South Kesteven are predominantly limestones, sandstones and clays^{3,4}. Their geological age is Jurassic, meaning between approximately 195 and 135 million years old. Overlying the solid rocks in places are much younger sediments deposited by glaciers and ancient rivers. The glacial sediments are often either gravels or boulder clay. Within the last 10,000 years or so, modern rivers have deposited alluvium consisting of clays, silts, sand and gravels within their floodplains and peat has formed in the Fens. The Jurassic rocks are tilted downwards (dip) towards the east-south-east, resulting in the oldest layers (strata) being exposed at the surface in the west-north-west of the district and the youngest in the east south-east. This means that in general, the rocks get younger towards the east. The limestone layers are often more resistant to weathering than other rocks, and these form several escarpments. Low-lying areas are often formed by softer clays.

Some of South Kesteven's rocks contain iron, and in places there is sufficient for iron ores to be mined. Ironstone mining has taken place mainly in particular iron-rich layers of rock, including the Marlstone Rock Bed and the Northampton Sand Formation. These outcrop in northern and western parts of the district. Mining has generally been carried out by opencast methods. Notable areas where ironstone mining has occurred are around Caythorpe, just south of Woolsthorpe by Belvoir, south of Harlaxton and west of Colsterworth.

Radon is a naturally occurring radioactive gas. It is emitted by some rock types, and its occurrence is thus determined by the geology. If allowed to accumulate inside buildings, exposure to radon can increase cancer risk.

Some areas of South Kesteven are in a risk category for radon, and surveys have been carried out to identify properties that may be at risk. Radon is not included as a “contaminant” in the contaminated land legislation – so ground that may emit radon will not be “contaminated land”. South Kesteven District Council manage risks from radon under different legislation.

c. Regulatory Context

Section 57 of the Environment Act 1995 (Env Act) created Part IIA of the EPA and together with the Contaminated Land (England) Regulations 2006 is the legislative framework for the contaminated land regime.

The legislation places responsibility on South Kesteven District Council (SKDC) as a regulator to:

- Identify any contaminated land within its boundaries⁵
- Require remediation of contaminated land⁶ unless deemed a “special site”, in which case the Environment Agency (EA) becomes the enforcing authority
- Establish responsibility, in line with current guidance, for the remediation of contaminated land⁷
- Ensure that any necessary remediation action takes place, either by agreement or enforcement action
- Determine liability for the costs of any remediation and
- Maintain a public register of contaminated land matters, as may be prescribed⁸

However, development or a change of land use also provides the opportunity to deal with land contamination. Other legislation continues to be applicable and may still be used and even take precedence over Part 2A:

- Building Regulations 2010 (as amended);
- Environmental Damage (Prevention and Remediation) Regulations 2009;
- Pollution Prevention and Control Act 1999;
- Water Resources Act 1991;
- Town and Country Planning Act 1990;
- Radiative Substances Act 1993;
- Waste management licencing (Part II of the EPA); and
- Statutory nuisance (Part III of the EPA)

As the Part 2A regulatory requirements is one of several ways in which land contamination

can be addressed, the Contaminated Land Statutory Guidance¹ (the guidance) states that “enforcing authorities should seek to use Part 2A only where no appropriate alternative solution exists”

The guidance explains that Part 2A is concerned with identifying and dealing with land only where there are unacceptable risks posed by land contamination and that the starting point should be that land is not contaminated unless there is reason to consider otherwise. It goes on to explain the “suitable for use” approach. This introduces the concept of risk assessment on a site-by-site basis, where the level of contamination is assessed based on the current use and circumstances of the land, and a wide range of environmental factors.

The guidance does not apply to radioactive contamination of land, which is now covered by separate statutory guidance published by the Department of Energy and Climate Change in April 2012. Both sets of guidance will apply if land is affected by radioactive and non-radioactive contaminants.

d. Categories of Land

Within the guidance there is a four category system to help local authorities determine whether land is or is not contaminated based on a significant possibility of significant harm to human health.

It is the responsibility of SKDC to decide, in accordance with the guidance, whether land in the district is contaminated land. Where the potential receptors are human or controlled waters, the guidance requires the use of 4 categorisations:

- Categories 1 and 2 “encompass land which is capable of being determined as contaminated land on grounds of significant possibility of significant harm to human health”, or “cases where the authority considers that a significant possibility of significant pollution of controlled water exists”.
- Categories 3 and 4 “encompass land which is not capable of being determined on such grounds” (human health), or “cases where the authority considers that a significant possibility of such pollution does not exist”.

Part 2A makes this decision a “positive legal test”, and so the starting assumption should be that land is not contaminated unless there is reason to consider otherwise (rather than assuming that all land is contaminated and then demonstrating that it is not).

Where the potential receptors are ecological systems or property, the guidance does not require 4 categorisations. It does however clarify what receptor types are relevant, and what should be considered “significant harm” or “significant possibility of significant harm”.

A similar system can be used for determining whether a significant possibility of significant pollution of controlled waters exists. This is described in detail in the guidance.

e. National Planning Policy Framework

On 27th March 2012, the former Planning Policy Guidance Notes and Planning Policy Statements (PPS) were replaced by the National Planning Policy Framework (NPPF)⁹. This included the withdrawal of PPS23: Planning and Pollution Control that gave legislative and technical guidance in relation to development on land affected by contamination.

The underlying principle in the new NPPF is a presumption in favour of sustainable development. Regarding land contamination, the NPPF states that planning policies and decisions should ensure that new development is appropriate for its location and that developers and/or landowners are responsible for securing the safe development of land. The NPPF encourages the re-use of previously developed (brownfield) land, provided it is not of high environmental value. As a minimum, land should not be capable of being determined as contaminated land under Part 2A after it has been remediated via the planning process.

f. Role of the Environment Agency

When contaminated land is identified, the local authority must ensure it is managed and dealt with in an appropriate manner. Other agencies and authorities can also have a role. In certain cases, the Environment Agency (EA) will provide site-specific guidance to local authorities on land contaminated and will assist in identifying contaminated land where there is a risk of pollution of controlled waters.

The EA can take over as the enforcing authority where the local authority identifies a “special site”, as defined in the legislation¹⁰. These can be described as sites which are likely to present the greatest threat to health or the environment

5. Objectives of the Strategy

A. Identifying Contaminated Land Sites.

i. Identification of Sources

SKDC have identified land uses which may have resulted in contamination having occurred via land use data from Ordnance Survey. This data is maintained by the Environmental Protection Unit within the corporate GIS system, to which information has been added as it becomes available.

The Ordnance Survey data is purely based on historic mapping – no further assessment of the site has been made. This enables an initial assessment of risk to be carried out, based on historic land use and current receptor information. There were a number of potential sources of contamination identified for South Kesteven, ranging from former industrial sites to infilled ponds.

Using this method SKDC have identified the potential sources of contamination that may exist. In summary, these are:

- Railways and railway land: oils, fuels, asbestos, metals, coal ash
- Heavy engineering and metals sites: oils, solvents, metals, fuels, coal ash
- Other manufacturing industry: variable depending on industry, fuels and coal ash common
- Transport and distribution sites (including petrol stations): oils, fuels
- Sewage works: sewage sludge, metals, methane, radioactivity
- Old landfill sites: landfill gas, leachate, waste, radioactivity
- Farms: biocides, fertilisers, fuels
- Ironstone mining areas: metals, radioactivity
- Town gas manufacturing sites: tars, spent oxides – cyanides, sulphur
- Military sites: munitions, fuel, oils, radioactivity

In general, the potentially contaminated sites from the sources identified are likely to coincide with the areas of the main towns, with the exception of ironstone mines, military sites and farms these are readily identified. Farms are widely distributed and numerous, but not likely to be a priority as their use of hazardous substances is already controlled by the Environment Agency under the Groundwater Directive.

ii. Identification of Receptors

Important potential receptors are:

- Residential areas
- Sports fields (including schools)
- Other amenity areas
- Footpaths and unofficial play areas on derelict/contaminated land
- Lincolnshire Limestone aquifer – particularly within a source protection zone
- River Gravel aquifer – particularly within a source protection zone
- Rivers used for drinking water supplies (Welland, Witham)
- All other surface water bodies
- Sites of Special Scientific Interest
- Buildings within Conservation Areas
- Scheduled Ancient Monuments

This data has been compared to receptor information to give a prioritisation list for further assessment, based on the potential for contamination, along with the distance to, and sensitivity of, receptors. This list is purely based on land use data, and the presence of a site on the list does not mean contamination will have occurred. The data has also not been checked against other records held; we may hold information demonstrating that sites have already been assessed and remediation undertaken or been identified as not being required.

To date, no further assessment of these sites has taken place.

In the main, we expect the sources and receptors to exist in the same location in the main towns. There will be exceptions, however we expect that most of these will be in places where we are already aware of the possible existence of the source – good examples are military land, ironstone mines and filled-in railway cuttings.

One large site which has proposals for development is the former Cummins Engines site in Stamford. This is a joint project with SKDC and private developers to develop a mixed retail, light commercial and residential scheme. Parts of the old manufacturing areas are quite contaminated along with an historical diesel tank leak from the mid 1980's which is still detectable in the ground water.

B. To ensure that Part 2A procedures are well integrated and consistent with the planning process: Remediation of Contaminated Land through the Planning Process

The Department for Environment, Food and Rural Affairs (Defra) have advised that they expect the vast majority of contaminated land to be remediated through the planning process, where after remediation, as a minimum, land should not be capable of being determined as contaminated land under Part 2A of the EPA. This has been, and continues to be, SKDC's preferred means of dealing with potentially contaminated sites.

Guidance is provided to developers to enable them to assess the risk from contaminated land and to propose suitable remedial measures. A guide 'Development on Land Affected by Contamination'¹¹ is available to give technical guidance for developers, landowners and consultants. It has been updated by the Yorkshire and Lincolnshire Pollution Advisory Group

¹², a copy is available on the SKDC website.

Relevant applications for planning consent are scrutinised by officers within Environmental Protection. Where these coincide with data held on potentially contaminated sites, or information within the application indicates contamination is a possibility, appropriate action is taken to ensure the site is assessed to ensure it is suitable for the intended use. Such assessment and action is required either during the application process or placed as conditions on the planning approval which can only be discharged when satisfied.

Furthermore, review, analysis and comment is made on a substantial amount of data in relation to developments of all sizes throughout the district, including desk study, site investigation, remediation and verification reports. Therefore, a proportion of the prioritised sites have been investigated through the planning system and, where necessary, undergone some form of remediation to make the site “suitable for use”.

It should be noted that in some cases the remediation required may be limited, for example, residual contamination may well remain at a site intended for commercial use and further remediation would be necessary if the site was to be used for a more sensitive land use, such as housing with gardens.

The Strategic Housing Land Availability Assessment¹³ (SHLAA) identifies over 700 potential brownfield sites or mixed sites for development which will require an assessment on development. Where there is a risk to contamination of the land from previous activities this is indicated on the full register of potential sites. SKDC is currently revising the SHLAA for its local planning authority area.

The SHLAA 2021 will form part of the evidence base for the review of the Council’s Local Plan Review which is due to be completed by 2024. The SHLAA will also update the Local Authorities previous SHLAA, which was completed in 2015.

C. Contaminated Land Inspection Strategy: Inspection of Sites for contamination

Part 2A of the EPA requires that local authorities cause their areas to be inspected with a view to identifying contaminated land and to do this in accordance with the statutory guidance.

Two types of inspection are intended, they are:

- **Strategic inspection:** collecting information about previous land uses and prioritising them for further detailed inspection; and
- **Detailed inspection:** taking soil samples and carrying out risk assessments in order to make determinations about the site in relation to contaminated land.

The detailed inspection of sites through intrusive investigation, analysis of samples (soil, water and gas), risk assessment and remediation is beyond the technical capability of SKDC and the resources available. Such work would be contracted out to consultants, is expensive and might commonly cost tens of thousands of pounds with upper bound cost estimates for site remediation of several hundred thousand pounds not being uncommon.

Defra has removed grant funding for new cases, though the statutory duty for local authorities to inspect land for land contamination remains. Furthermore, Defra suggests that local authorities seek to minimise unnecessary burdens on the taxpayer.

Given the above situation SKDC will not pursue site inspections beyond the strategic inspection stage. That is to say that SKDC will not undertake intrusive sampling (soil, water or gas), risk assessments or remediation exercises unless they are funded by a third party or unless appropriate funds are otherwise allocated. In exceptional circumstances SKDC will carry out and fund the works as necessary and seek recompense where appropriate. These cases will be reviewed and authorised on an individual basis.

D. Supporting Objectives for Achieving the Strategic Aims

To assist the aims of this strategy in identifying actual and potential contaminated sites by rational, ordered and efficient investigation and remove unacceptable risk to human health and the environment as well as prevent the creation of new contaminated sites, SKDC will:

- Reinforce a “suitable for use” approach enabling developers to design and implement appropriate and cost-effective remediation schemes as part of their redevelopment project of contaminated sites to bring damaged land back into beneficial use;
- Identify sites which do not come under the EPA, Part 2A but could still be contaminated, to ensure that the land is suitable for its current use or can be made suitable for its intended future development use, where a receptor may be introduced;
- Record information on a public register stored as part of the corporate geographical information system (GIS), showing the sites identified under Part 2A of the EPA; and
- Continue to provide specialised knowledge and guidance when requested as part of the established formal review mechanism in place between Environmental Health, Planning Development Control and Building Control departments. This review mechanism is intended to enable effective monitoring of contaminated land sites undergoing redevelopment or with permission for redevelopment.²¹

6. Enforcement

Under the EPA, SKDC is the local enforcing authority for contaminated land in the South Kesteven district.

If land is identified which poses a risk of significant harm or the pollution of controlled waters, SKDC may instigate appropriate enforcement action to clean up the land, to protect residents and the wider environment.

The enforcement role applies only to sites that are identified as contaminated land. When such a site is identified, the authority will:

- Establish who is responsible for the contamination
- Decide what remedial action is required
- Ensure that the remedial action is carried out
- Determine who should bear what proportion of the costs of the remediation
- Record information about the regulatory action on a public register

All enforcement action is taken in accordance with the relevant legislation and guidance¹⁴ and in accordance with the corporate enforcement policy: [Policies and procedures | South Kesteven District Council](#)

There are at present no sites identified as contaminated land which require enforcement. The legislation outlined in the Regulatory Context Section continues to be applicable and is used to manage the risk from contaminated land.

7. Responsibilities

Coordination of the delivery of the contaminated land strategy sits within the Environmental Protection Unit which in turn is within the Public Protection Service.

South Kesteven District Council will act in accordance with guidance and standards set out in this strategy, and any supplementary policies.

A review of the strategy will be carried out every five years or should any changes in legislation or relevant codes of practice or guidance require it to be updated sooner. Any review and updated strategy will be published on the SKDC website. This strategy and any updates or changes to it will be ratified in accordance with the SKDC constitution.

Glossary

The full list of definitions under the EPA Part 2A (Contaminated Land) are available at section 78A of the legislation.

Categories of Land

It is the responsibility of SKDC to decide, in accordance with the guidance, whether land in the district is contaminated land. Where the potential receptors are human or controlled waters, the guidance requires the use of 4 categorisations:

Categories 1 and 2 “*encompass land which is capable of being determined as contaminated land on grounds of significant possibility of significant harm to human health*”, or “*cases where the authority considers that a significant possibility of significant pollution of controlled water exists*”.

Categories 3 and 4 “*encompass land which is not capable of being determined on such grounds*” (human health), or “*cases where the authority considers that a significant possibility of such pollution does not exist*”.

Part 2A makes this decision a “positive legal test”, and so the starting assumption should be that land is not contaminated unless there is reason to consider otherwise (rather than assuming that all land is contaminated and then demonstrating that it is not).

Where the potential receptors are ecological systems or property, the guidance does not require 4 categorisations. It does however clarify what receptor types are relevant, and what should be considered “significant harm” or “significant possibility of significant harm”.

Contaminated Land

As defined under the EPA Part 2A section 78A “any land which appears to the local authority in whose area it is situated to be in such a condition, by reason of substances in, on or under the land, that:

- (a) significant harm is being caused or there is a significant possibility of such harm being caused;
or
- (b) pollution of controlled waters is being, or is likely to be, caused.”

Although a site may contain contaminants, it will not necessarily meet the definition of “contaminated land” under EPA Part 2A section 78A. This decision is based on the potential which any contamination has to cause harm, under the current use of the land.

The EPA s78A (2) defines contaminated land as “.... any land which appears to the local authority in whose area the land is situated to be in such a condition, by reason of substances in, on or under the land, that:

- (a) *significant harm is being caused or there is a significant possibility of such harm being caused; or*
- (b) *significant pollution of controlled waters is being caused, or there is a significant possibility of such pollution being caused.”*

The terms “current use”, “harm”, “significant harm” and “significant possibility of such harm” have specific meanings in the guidance.

Contaminated Land Statutory Guidance

Statutory contaminated land guidance was published by Defra in April 2012.

Controlled waters

“Controlled waters” are all natural inland and near coastal waters, including groundwater. Therefore, all ponds, lakes, rivers, streams, estuaries and coastlines are controlled waters. Pollution of controlled waters means the addition of any “poisonous, noxious or polluting matter or any solid waste matter”.

Pollutant Linkage

The guidance defines what is meant by a “contaminant linkage”. This linkage must occur for the land to be defined as contaminated land under Part 2A and all three elements must exist in relation to a particular area of land:

- The source – The cause or source of the contamination is identified. For example, the source might be a leaking tank or contaminated ground or water. The location of the contamination is identified, such as in soils, ground or surface waters.
- A pathway – The pathway is the route the source takes to reach a given receptor. Pathways include, for example, air, water, soil, animals, vegetables and eco-systems.
- A receptor – If contamination is to cause harm, it must reach a receptor. A receptor is a person, animal, plant, eco-system, property or a controlled water. Each receptor must be identified and their sensitivity to the contaminant must be established.

Significant harm

This is defined in the statutory contaminated land guidance. In summary this is harm which results in an irreversible adverse or other substantial change, in the functioning of the ecological system or harm which significantly affects any species of special interest

Significant possibility of significant harm

In determining whether there is a significant possibility of significant harm, the local authority will use a risk assessment approach, considering both the severity and the likelihood of the possible harmful effect. This will involve establishing:

- The nature and degree of harm predicted
- The susceptibility of the receptors to which harm might be caused
- The timescale within which the harm might occur More details are available in the statutory contaminated land guidance.

Source Protection Zones

An area around a major groundwater abstraction (drinking water source) where ground contamination may result in the contamination of the water source. Source protection zones are defined by the EA and there are restrictions on development of some kinds (e.g. landfill sites) within them.

Special Site

A contaminated land site that is regulated by the EA instead of the Local Authority. The definition is given in Section 78C (7) and 78D (6) of the Environmental Protection Act 1990

References

- 1 Statutory Contaminated Land guidance from Defra published April 2012, available at www.gov.uk/government/publications/contaminated-land-statutory-guidance
- 2 Office for National Statistics (ONS) Census 2021
- 3 British Geological Survey Geological map Grantham, Sheet 127, 1:50,000
- 4 British Geological Survey Geological map Bourne, Sheet 143, 1:50,000
- 5 EPA s78B
- 6 EPA s78E
- 7 EPA s78F
- 8 EPA s78R
- 9 National Planning Policy Framework is available at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005759/NPPF_July_2021.pdf
- 10 17 Definition of 'special sites' is included under the EPA 1990 Part 2A section 78. See glossary for more details.
- 11 Development on Land Affected by Contamination

[The Investigation, Assessment and Clean-Up of Land Contamination \(southkesteven.gov.uk\)](https://southkesteven.gov.uk)

12 Yorkshire and Lincolnshire Pollution Advisory Group is a regional grouping encompassing local authorities from the Yorkshire and Lincolnshire area

13 Strategic Housing Land Availability Assessment

southkesteven.gov.uk/sites/default/files/2023-08/SHLAA_2017_Compressed.pdf

14 Environmental Protection Act 1995 Part 2A section 78A

www.legislation.gov.uk/ukpga/1995/25/section/57

15 Corporate Enforcement Policy

[Policies and procedures | South Kesteven District Council](https://policies.southkesteven.gov.uk/Policies-and-procedures)

Contact Details

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

South Kesteven District Council

01476 40 60 80

 www.southkesteven.gov.uk



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Contaminated Land Strategy Consultation Results



Deborah Wyles
Communications
September 2024

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Purpose

1. The purpose of this report is to update members of South Kesteven District Council's Environment Overview and Scrutiny Committee, Cabinet and Full Council with the results of the Contaminated Land Strategy consultation.

Scope

2. The scope of this consultation:
 - Reflected the Council's responsibilities in relation to contaminated land – in particular its statutory duty to prepare, implement and keep under periodic review its Contaminated Land Strategy
 - Communicated the main pieces of legislation which govern the Council's approach to contaminated land. These include:
 - ❖ The Environmental Protection Act 1990 Part 2A
 - ❖ The Environment Act 1995 section 57
 - ❖ Contaminated Land (England) Regulations 2006

It also referenced other legislation which may be applicable including:

- ❖ Building Regulations 2009
- ❖ Environmental Damage (Prevention and Remediation) Regulations 2009
- ❖ Pollution Prevention and Control Act 1999
- ❖ Water Resources Act 1991
- ❖ Town and Country Planning Act 1990
- ❖ Radiative Substances Act 1993
- ❖ Waste Management Licensing (part 2 of the EPA) 1990
- ❖ Statutory Nuisance (Part 3 of the EPA) 1990

Objectives

3. The objectives of the consultation were identified as follows. To:
 - Raise awareness of the legislation that governs contaminated land and the Council's role in implementing this legislation
 - Ensure that the draft strategy has been reviewed by specific stakeholders. These include the Environment Agency, Lincolnshire County Council and parish/town councils in South Kesteven
 - Ensure members of the public can comment on the draft strategy, should they wish to
 - Measure the degree of support or otherwise for the draft Contaminated Land Strategy
 - Inform the decision that will be taken by the Council about the strategy

Timescales

4. Approval to consult on the draft Contaminated Land Strategy was given at a meeting of the Environment OSC on 12 December 2023. Launched on 17 July 2024, the consultation on the Contaminated Land Strategy was open for four weeks - closing on 14 August 2024. Results of the consultation will be presented to Environment Overview & Scrutiny Committee on 7 October

2024. The report will also be considered by Cabinet on 5 November 2024. If approved, it will then be presented to Full Council.

Stakeholders

5. The stakeholders were identified as follows:

- SK residents
- Town and Parish Councils
- The Environment Agency
- Lincolnshire County Council
- Planning Section -SKDC

Methodology

6. The table below identifies the method(s) used for each of the stakeholder types:

Stakeholders	Method(s)	Details
Residents of South Kesteven	Members of the public were made aware of the consultation through the following channels: Press release - to the local press SKDC Social Media Channels SKDC website	Potential respondents encouraged to go on-line to respond to the consultation. Consultation Officer prepared a press release promoting the consultation. The release included the link to the survey. Consultation Officer prepared posts for social media channels. Social Media Officer promoted the consultation on social media channels Facebook and X. Posts included a link to the survey. Webpage content prepared by Consultation Officer. Included a draft copy of the strategy and a weblink to the survey. Those requesting a printed copy of the survey, or one in an alternative format or another language were asked to contact the Environmental Health Officer (Public Protection). This option was included in the press release.
Town and parish councils	All town and parish councils contacted.	Parish Councils were contacted directly by Environmental Health Manager (Environmental Protection). Included within the contact was a request for them to make their local councillors aware of the consultation.

The Environment Agency		The Environment Agency was contacted directly by Environmental Health Manager (Environmental Protection).
Lincolnshire County Council		Lincolnshire County Council was contacted directly by Environmental Health Manager (Environmental Protection).
SKDC's Planning section		Planning Section at SKDC contacted by Environmental Health Manager (Environmental Protection).

Details

7. To fulfil the requirements of the Environmental Protection Act 1990 – specifically the Council's statutory duty to prepare, implement and keep under periodic review its Contaminated Land Strategy - approval was given to consult on a new Contaminated Land Strategy for South Kesteven.

8. Actions undertaken by the Consultation Officer and the Environmental Health Manager (Environmental Protection) included:
 - Preparing, designing and setting up the on-line survey
 - Writing a press release and preparing social media posts
 - Determining content for a web page to host the draft strategy
 - Contacting all parish councils, Lincolnshire County Council and the Environment Agency by email to ask for their opinion
 - Inputting and analysing feedback from eight respondents
 - Preparing a report

9. The survey included the following sections:
 - An introduction to the consultation, why the strategy has been produced - including any legislative requirements - and how feedback will be used and responded to. It also included a link to the draft strategy
 - A question asking for any comments about the strategy in general – if they have any questions
 - A question to collect the respondent's contact details should these be needed to respond to a query
 - Demographic questions. These to include a question to identify the type of user (a member of the public, a town or parish council representative, or on behalf of another organisation etc)
 - A statement on how any personal data they supply will be treated
 - A thank you and closing date
 - Links to SKDC data protection and privacy statements

10. The webpage included:

- An introduction to the consultation, why we need their help and how their feedback will be used
- A web link to the survey
- A copy of the draft strategy

11. The press release included:

- An introduction to the consultation
- A web link to the survey and the QR code
- Information on SKDC's position re: contaminated land
- What to do if they don't have on-line access or require the survey in an alternative format or another language
- Next steps

12. The social media posts included:

- An introduction to the consultation
- A web link to the survey

13. The consultation was promoted in the local media and on the Council's social media channels during the consultation period. There was limited activity on these channels- the posts promoting the consultation on Facebook gained 3,468 impressions, 80 engagements and 11 link clicks. The posts on X (formerly Twitter) gained 318 impressions, 3 engagements and 0 link clicks. The press release was posted on Grantham Matters¹ website, but not by any of the other media outlets.

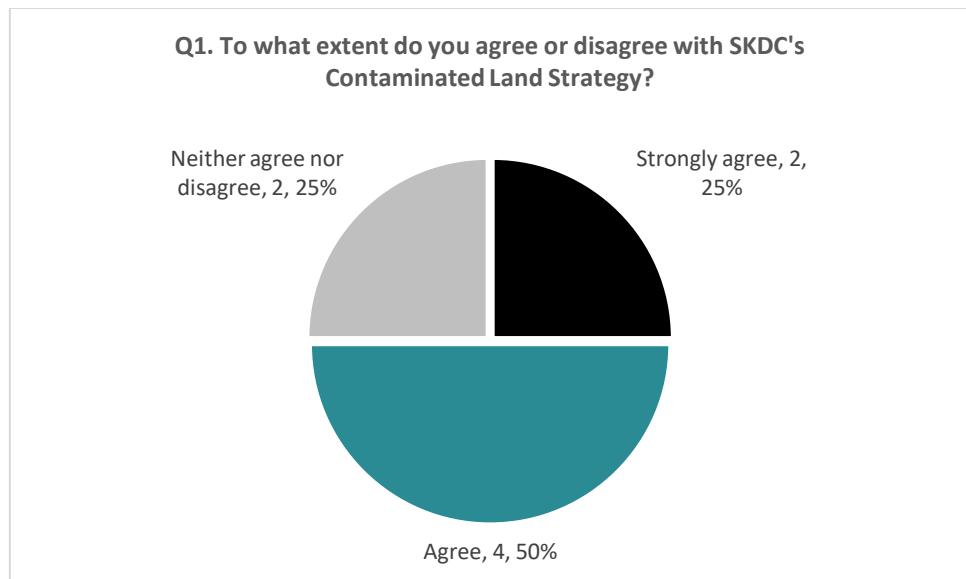
14. Several stakeholders, identified as part of the scoping exercise, were contacted directly on the first day of the consultation. These included town and parish councils and the Environment Agency.

15. The consultation closed on 14 August 2024. Eight responses were received. No requests were received from respondents to provide a printed copy of the survey, or one in an alternative format or another language. This was, however, an option available to them.

The results

¹ Post on Grantham Matters website 17.07.24 [Have your say on Council's Contaminated Land Strategy \(granthammatters.co.uk\)](http://Have your say on Council's Contaminated Land Strategy (granthammatters.co.uk))

16. The first question asked respondents the extent to which they agreed or disagreed with SKDC's draft Contaminated Land Strategy. Three quarters of respondents (6 or 75%) agreed with the strategy as illustrated in the pie chart overleaf:



17. When asked why they had chosen to answer in this way, the comments received varied from those who thought the strategy was comprehensive and covered everything, to those who thought that there were some omissions.

“I have read the strategy and it is really comprehensive and I can't see in my limited knowledge if anything has been missed out”

“We agree with the Strategy, but suggest some additional information is included.”

“I think (not being an expert) that there are a couple of things missing. 1. Asbestos on military sites..... 2. Our Green MPs are pushing Zane's law. As we're largely on limestone, ground water is an issue and pollution can travel”

18. The third question on the survey asked respondents if they had any questions or would like to comment on anything included in the strategy. Most of the respondents took the opportunity to either ask questions or suggest improvements. One respondent wanted more information about specific sites in the district that might be of concern, and asked if they could be identified as a “layer” on the Council's planning systems. Another wanted to know how the different teams involved work together to identify potential contaminations. Are you testing allotment sites on old tips? was a question asked by another respondent, whilst another asked if there were timelines for returning contaminated sites to a level of acceptable use.

19. A very comprehensive response was received from the Groundwater & Contaminated Land Team at the Environment Agency. They agreed with the strategy but were keen that some additional information be included, to ensure that the risk posed to controlled waters is fully addressed as illustrated in the quote from them overleaf:

"This will help ensure the risk posed to controlled waters is fully addressed during any Part 2A inspections or during redevelopment of Brownfield sites."

They made several recommendations. These included the following:

- Ensuring that the strategy differentiates between the statutory definition of 'contaminated land' and refers to all other sites as 'land affected by contamination' as early as possible in the document
- The inclusion of an additional strategic aim to Section 3. "To ensure that the burdens faced by individuals, companies and society as a whole are proportionate, manageable and compatible with the principles of sustainable development as per the objectives defined in the statutory guidance"
- The addition of the phrase "The Environment Agency supports the use of the National Quality Mark Scheme (NQMS)" under either section 4e or 4f of the strategy

20. The comments and suggestions received as part of the consultation process will now be considered by the Environmental Health Manager – Environmental Protection & Private Sector Housing and the Head of Service for Public Protection, prior to the strategy being submitted for approval.

Demographics

21. Respondents were asked to identify if they were a resident of the district, representing a town or parish council or responding on behalf of an organisation. Responses were received from residents, town and parish councils and the Environment Agency.

Conclusion

22. Although the number of responses to this consultation is low, the feedback received from those who took part has been comprehensive and constructive. The next steps should be to consider these comments in turn and identify the appropriate course of action for each. Any questions raised by the respondents should also be addressed.

23. Members are asked to note the results of this consultation and approve the next steps. This will help to ensure that the Council fulfils its statutory duty to prepare, implement and keep under periodic review the Contaminated Land Strategy for the district of South Kesteven.

Prepared by Deb Wyles
Communications and Consultation
2nd September 2024

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Consultation Responses and SKDC feedback.

Respondent organisations	To what extent do you agree or disagree with SKDC's draft Contaminated Land Strategy?	Please use the space below to tell us why you have chosen to answer in this way:	If you have any questions or would like to comment on anything included in the Council's Contaminated Land Strategy, please use the space below to tell us about it:	Response to comments:
Town/Parish Council	Neither agree nor disagree	Helpful to have a plain language statement, but it appears to be a restatement of national requirements, thereby may be a duplication of effort?	More information about specific sites locally that are of concern. Suggest the information is placed as a layer on the online planning records	<i>Not a strategy question more of an operational query for planning.</i>
Resident	Agree	I have read the strategy and it is really comprehensive and I can't see in my limited knowledge if anything has been missed out	Interested in how SKDC work with the Environment Prot Unit in Public Protection Service re identifying any contaminations	<i>The Environmental Protection Team within Public Protection are the authors of the Contaminated Land Strategy and are statutory consultee on planning applications.</i>
Environment Agency	Agree	Please accept this as consultation response by Groundwater & Contaminated Land Team, Environment Agency. We agree with the Strategy, but suggest some additional information is included. This will help ensure the risk posed to controlled waters is fully addressed during any Part 2A inspections or during redevelopment of Brownfield sites.	<p>Groundwater & Contaminated Land Team, Environment Agency comments: Section 1- Overview We recommend that this section differentiates as early as possible between the statutory definition of 'contaminated land' and refer to all other sites as 'land affected by contamination'.</p> <p>Recommend adding a section D – Significant pollution of controlled waters: The term "pollution of controlled waters" means the entry into controlled waters of any poisonous, noxious or polluting matter or any solid waste matter. Given that the Part 2A regime seeks to identify and deal with significant pollution (rather than lesser levels of pollution), the local authority will focus on pollution which: (i) may be harmful to human health or the quality of aquatic ecosystems or terrestrial ecosystems directly depending on aquatic ecosystems; (ii) which may result in damage to material property; or (iii) which may impair or interfere with amenities and other legitimate uses of the environment. The statutory guidance (Statutory Contaminated Land Guidance from Defra published April 2012) gives further details of what may amount to 'significant pollution of controlled waters'.</p> <p>Section 3 – Strategic Aims Suggest adding 4. To ensure that the burdens faced by individuals, companies and society as a whole are proportionate, manageable and compatible with the principles of sustainable development as per the objectives defined in the statutory guidance.</p> <p>Section 4b or thereafter Recommend adding a section on water resources or aquifers: South Kesteven's geology includes Lincolnshire Limestone and Blisworth Limestone which are both classified as principal aquifers by the Environment Agency. These aquifers can support water supply on a strategic scale and also provide water to business. The geology within the area also includes sand and gravel deposits, which are classified as secondary A aquifers. These aquifers can provide water on a local scale and provide baseflow to rivers and streams.</p> <p>Section 4c Recommend adding that voluntary remediation is also an opportunity for land to be cleaned up and is encouraged as per section 2.6f of the statutory guidance.</p>	<p><i>Considered, the purpose of the strategy relates to Contaminated Land and the legal definition is stated. It is felt that distinguishing what land affected by contamination is with a definition is unnecessary in the context to the strategy.</i></p> <p><i>Considered, controlled waters and the pollution of controlled waters is a statutory duty within the EA remit and therefore is not a consideration of this strategy.</i></p> <p><i>Considered – felt unnecessary to include as it is broadly covered in Aim 2.</i></p> <p><i>Considered – not appropriate to include in the strategy as they relate more to EA function under Part 2A than Local Authority.</i></p> <p><i>Considered – this is covered in section 4c already in "Ensure that any necessary remediation action takes place, either by agreement or enforcement action" but suggest a reword to include voluntary remediation to ensure clarity.</i></p>

		<p>Section 4e Recommend adding that developers should ensure adequate site investigation information, prepared by a competent person, is available to inform land contamination assessments, as per section 189 National Planning Policy Framework. Section 4e or 4f Recommend adding: The Environment Agency supports the use of the National Quality Mark Scheme (NQMS). You can use it for any type of land contamination report. Using the NQMS:</p> <ul style="list-style-type: none"> • will make sure all legislative requirements and necessary standards related to managing land contamination are met • can provide increased confidence by submitting reports of the quality we expect • can result in cost and time savings by 'getting it right first time' <p>Section 5B Should refer to Land Condition: Risk Management available at Land contamination risk management (LCRM) - GOV.UK (www.gov.uk). The Environment Agency expects this guidance to be followed when dealing with land contamination risks. Please consider adding 'The Environment Agency will be consulted on applications on land that poses potential risk to sensitive controlled waters receptor such as groundwater and surface waters.' References Please add: Land Condition: Risk Management available at Land contamination risk management (LCRM) - GOV.UK (www.gov.uk)</p>	<p><i>Considered - all ready covered in the same section but in a more broad term, the specifics mentioned are covered within operational procedures that the strategy applies to.</i></p> <p><i>In respect of the Land Condition: Risk Management available at Land contamination risk management (LCRM) - GOV.UK (www.gov.uk) the 'Development on Land Affected by Contamination' guide referred to in the strategy incorporates this.</i></p> <p><i>Suggest inclusion of The Environment Agency will be consulted on applications on land that poses potential risk to sensitive controlled waters receptor such as groundwater and surface waters within the strategy</i></p>
	Strongly agree	f	
Town/Parish Council	Neither agree nor disagree	There should be all attempts made to clear all contaminated land as soon as possible	Projected timelines for return of all contaminated land to acceptable use
Resident	Agree	I think (not being an expert) that there are a couple of things missing. 1. Asbestos on military sites. Not sure if it's still there but there used to be a warning sign where the huts have been collapsed at prince William barracks Grantham 2. Our Green MPs are pushing Zane's law. This was military cyanide? I think. It leaked from secret weapon dumps via groundwater during flooding. It killed Zane and paralysed his father. As we're largely on limestone, ground water is an issue and pollution can travel	Are you testing allotment sites on old tips?
Resident	Agree		
Resident	Strongly Agree		



CABINET FORWARD PLAN

Notice of decisions to be made by Cabinet **27 September 2024 to 26 September 2025**

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

A Key Decision is a Cabinet decision that is likely:

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

The Forward Plan

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

Notice of future Cabinet decisions and recommendations to Council

Summary	Date	Action	Contact
Award of Contract - Security Services - Key Decision			
To award a contract in respect of the Council's requirement for security services	8 Oct 2024	To award a contract to the preferred supplier	Cabinet Member for Property and Public Engagement (Councillor Richard Cleaver) Karen Whitfield, Assistant Director – Leisure, Culture and Place E-mail: karen.whitfield@southkesteven.gov.uk
Contract Award for Kitchen and Bathroom Replacements in HRA Properties - Key Decision			
To approve the award of a contract to Gratton Construction Limited for the replacement of kitchens and bathrooms in Council owned properties	8 Oct 2024	To award the contract.	Cabinet Member for Housing (Councillor Virginia Moran) Alison Hall-Wright, Director of Housing E-mail: A.Hall-Wright@southkesteven.gov.uk
Contaminated Land Strategy – Non Key Decision			
To propose the updated Contaminated Land Strategy be approved and published (following consultation).	8 Oct 2024	To Approve and Publish the Updated Contaminated Land Strategy	Cabinet Member for People & Communities (Councillor Rhea Rayside) Tom Amblin-Lightowler, Environmental Health Manager – Environmental Protection & Private Sector Housing E-mail: tom.amblin-lightowler@southkesteven.gov.uk

Summary	Date	Action	Contact
IDOX Software Procurement - Key Decision			
To seek approval to enter into a 5-year renewal of the contract with IDOX Software Ltd for the planning, building control and land charges software.	8 Oct 2024	<p>The Cabinet is recommended to:</p> <ol style="list-style-type: none"> Approve the award of contract to IDOX Software Ltd for the provision of the Planning, Building Control and Land Charges software for a period of 5 years. 	<p>Cabinet Member for Planning (Councillor Phil Dilks), Cabinet Member for Property and Public Engagement (Councillor Richard Cleaver)</p> <p>Emma Whittaker, Assistant Director of Planning E-mail: emma.whittaker@southkesteven.gov.uk</p>
Contract Award for Safety of Life Systems - Key Decision			
Contract award for fire alarms, detectors, emergency and exit lighting and fire extinguishers	8 Oct 2024	To award the contract	<p>Cabinet Member for Housing (Councillor Virginia Moran)</p> <p>Alison Hall-Wright, Director of Housing E-mail: A.Hall-Wright@southkesteven.gov.uk</p>
Economic Development Strategy - Key Decision			
To consider the final version of the Strategy.	8 Oct 2024	To approve the final draft of the Economic Development Strategy.	<p>The Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter)</p> <p>Nick Hibberd, Head of Economic Development and Inward Investment E-mail: nick.hibberd@southkesteven.gov.uk</p>

Summary	Date	Action	Contact
Air Quality Action Plan 2024-2029 – Non Key Decision			
The Air Quality Action Plan is required as part of having an Air Quality Management Area. Currently there is an Air Quality Management Area in place for the centre of Grantham, the previous Air Quality Action Plan is out of date and requires updating.	5 Nov 2024	Approves the AQAP	<p>Cabinet Member for Environment and Waste (Councillor Rhys Baker)</p> <p>Tom Amblin-Lightowler, Environmental Health Manager – Environmental Protection & Private Sector Housing</p> <p>E-mail: tom.amblin-lightowler@southkesteven.gov.uk</p>
Extension of Cattle Market Car Park, Stamford - Key Decision			
To extend the car park at the Cattle Market, Stamford.	5 Nov 2024	To consider the options.	<p>Cabinet Member for Property and Public Engagement (Councillor Richard Cleaver)</p> <p>Gyles Teasdale, Head of Property and ICT</p> <p>E-mail: g.teasdale@southkesteven.gov.uk</p>
PSPO- Market Deeping Cemetery (dogs on leads) – Non Key Decision			
To propose the authorisation or refusal of a Public Spaces Protection Order requiring dogs to be kept on leads at all times when visiting Market Deeping Cemetery.	5 Nov 2024	PSPO- Market Deeping Cemetery (dogs on leads)	<p>Cabinet Member for People & Communities (Councillor Rhea Rayside)</p> <p>Ayeisha Kirkham, Head of Public Protection</p> <p>E-mail: ayeisha.kirkham@southkesteven.gov.uk</p>
Councillor Development Strategy – Non Key Decision			
To ask Cabinet to agree to the Councillor Development Strategy.	5 Nov 2024	To agree the Strategy.	<p>Cabinet Member for Corporate Governance and Licensing (Councillor Philip Knowles)</p> <p>Graham Watts, Assistant Director (Governance and Public Protection) and Monitoring Officer</p> <p>E-mail: graham.watts@southkesteven.gov.uk</p>

Summary	Date	Action	Contact
Age Friendly Communities – Non Key Decision			
To note the Council intend to sign up to become an age friendly community	5 Nov 2024	For noting	Cabinet Member for People & Communities (Councillor Rhea Raysia) Karen Whitfield, Assistant Director – Leisure, Culture and Place E-mail: karen.whitfield@southkesteven.gov.uk
Major Voids Contract Award - Key Decision			
To obtain approval to enter into a contract for the provision of Major Voids works for a period of 2 years with the option to extend for 1 year plus 1 year	3 Dec 2024	To approve the contract	Cabinet Member for Housing (Councillor Virginia Moran) Alison Hall-Wright, Director of Housing E-mail: A.Hall-Wright@southkesteven.gov.uk
Guildhall Arts Centre Pantomime Procurement - Key Decision			
To approve the recommendation of the Pantomime Production company named following procurement procedures.	3 Dec 2024	To approve the procurement	Deputy Leader of the Council, Cabinet Member for Leisure and Culture (Councillor Paul Stokes) Jade Porter E-mail: jade.porter@southkesteven.gov.uk
Facilities Management for Corporate Buildings - Key Decision			
To agree a new contract for Facilities Management.	3 Dec 2024	To agree a new contract for Facilities Management.	Cabinet Member for Property and Public Engagement (Councillor Richard Cleaver) Neil Smith, M and E Project Officer E-mail: neil.smith@southkesteven.gov.uk

Summary	Date	Action	Contact
Lease to Grantham Town Football Club – Non Key Decision			
The granting of a lease and delegation of authority to the Deputy Chief Executive in consultation with the Cabinet Member for Culture and Leisure to enter into it	3 Dec 2024	To agree to enter into the lease.	Deputy Leader of the Council, Cabinet Member for Leisure and Culture (Councillor Paul Stokes) Karen Whitfield, Assistant Director – Leisure, Culture and Place E-mail: karen.whitfield@southkesteven.gov.uk
Finance Update Report: April - September 2024 – Non Key Decision			
To present the Council's forecast 2024/25 financial position as at end of September 2024. The report covers the following areas: <ul style="list-style-type: none">• General Fund Revenue Budget• Housing Revenue Account Budget• Capital Programmes – General Fund and Housing Revenue Account• Reserves overview – General Fund and Housing Revenue Account	3 Dec 2024	That Cabinet 1. Reviews and notes the forecast 2024/25 outturn position for the General Fund, HRA Revenue and Capital budgets as at the end of September 2024 and identifies any variances that might require action or investigation	The Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) Paul Sutton, Assistant Director of Finance/Deputy Section 151 Officer E-mail: paul.sutton@southkesteven.gov.uk
Council Tax Base 2025/2026 - Key Decision			
To determine the Council Tax Base to form the basis of the 2025/2026 budget proposals to be recommend to Full Council.	3 Dec 2024	To recommend the Tax Base to Full Council.	The Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) Claire Moses, Head of Service (Revenues, Benefits Customer and Community) E-mail: claire.moses@southkesteven.gov.uk

Summary	Date	Action	Contact
Local Council Tax Support Scheme - Key Decision			
To consider the Council's Local Council Tax Support Scheme for the 2025/2026 financial year.	3 Dec 2024	To recommend the Scheme to Full Council.	<p>The Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter)</p> <p>Claire Moses, Head of Service (Revenues, Benefits Customer and Community)</p> <p>E-mail: claire.moses@southkesteven.gov.uk</p>
Discretionary Council Tax Payment Policy 25/26 – Non Key Decision			
That the draft Discretionary Council Tax Payment Policy (25/26) be formally approved	3 Dec 2024	To approve the Policy	<p>The Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter)</p> <p>Claire Moses, Head of Service (Revenues, Benefits Customer and Community)</p> <p>E-mail: claire.moses@southkesteven.gov.uk</p>
Discretionary Housing Payment Policy 25/26 – Non Key Decision			
That the draft Discretionary Housing Payment Policy (2024/2025) be formally approved.	3 Dec 2024	To approve the Policy	<p>The Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter)</p> <p>Claire Moses, Head of Service (Revenues, Benefits Customer and Community)</p> <p>E-mail: claire.moses@southkesteven.gov.uk</p>

Summary	Date	Action	Contact
Vehicle Procurement - Key Decision			
To approve the Capital spend of over £200,000 for 2024/25 for street cleaning, refuse vehicles and vans, and other assorted vehicles.	16 Jan 2025	To approve the spend.	<p>Cabinet Member for Environment and Waste (Councillor Rhys Baker)</p> <p>Kay Boasman, Head of Waste Management and Market Services</p> <p>E-mail: kayleigh.boasman@southkesteven.gov.uk</p>
Draft Budget Proposals for 2025/2026 and Indicative Budgets for 2026/2027 and 2027/2028 – Non Key Decision			
To consider the draft Budget Proposals for 2025/2026.	16 Jan 2025	To agree the draft proposals.	<p>The Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter)</p> <p>Richard Wyles, Deputy Chief Executive and Section 151 Officer</p> <p>E-mail: r.wyles@southkesteven.gov.uk</p>
Finance Update Report: April to December 2024 – Non Key Decision			
<p>To present the Council's forecast 2024/25 financial position as at end of December 2024.</p> <p>The report covers the following areas:</p> <ul style="list-style-type: none"> • General Fund Revenue Budget • Housing Revenue Account Budget • Capital Programmes – General Fund and Housing Revenue Account • Reserves overview – General Fund and Housing Revenue Account 	11 Feb 2025	<p>That Cabinet</p> <p>1. Reviews and notes the forecast 2024/25 outturn position for the General Fund, HRA Revenue and Capital budgets as at the end of December 2024 and identifies any variances that might require action or investigation</p>	<p>The Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter)</p> <p>Paul Sutton, Assistant Director of Finance/Deputy Section 151 Officer</p> <p>E-mail: paul.sutton@southkesteven.gov.uk</p>

Summary	Date	Action	Contact
Fleet Strategy – Non Key Decision			
To provide an overview of the new Fleet Strategy which outlines the Council's commitment to sustainable vehicle management.	11 Feb 2025	Approval of the Strategy	Cabinet Member for Environment and Waste (Councillor Rhys Baker) Kay Boasman, Head of Waste Management and Market Services E-mail: kayleigh.boasman@southkesteven.gov.uk
Budget Proposals for 2025/2026 and Indicative Budgets for 2026/2027 and 2027/2028 - Key Decision			
To consider the proposed Budget.	11 Feb 2025	To recommend the Budget to Full Council.	The Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) Richard Wyles, Deputy Chief Executive and Section 151 Officer E-mail: r.wyles@southkesteven.gov.uk
Customer Experience Strategy 2025 to 2028 - Key Decision			
To present the Customer Experience Strategy 2025 to 2025 to Cabinet for recommendation to Council	6 May 2025	Recommendation to Council	Cabinet Member for People & Communities (Councillor Rhea Rayside) Claire Moses, Head of Service (Revenues, Benefits Customer and Community) E-mail: claire.moses@southkesteven.gov.uk

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