

# Culture and Leisure Overview and Scrutiny Committee



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

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Thursday, 28 November 2024 at 10.00 am  
Council Chamber - South Kesteven House,  
St. Peter's Hill, Grantham. NG31 6PZ

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**Committee Members:** Councillor Murray Turner (Chairman)  
Councillor Barry Dobson (Vice-Chairman)

Councillor Matthew Bailey, Councillor Emma Baker, Councillor James Denniston,  
Councillor Gareth Knight, Councillor Robert Leadenham, Councillor Paul Martin and  
Councillor Chris Noon

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## Agenda

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

1. **Public Speaking**  
The Council welcomes engagement from members of the public.  
To speak at this meeting please register no later than 24 hours  
prior to the date of the meeting via  
[democracy@southkesteven.gov.uk](mailto:democracy@southkesteven.gov.uk)
2. **Apologies for absence**
3. **Disclosure of Interests**  
Members are asked to disclose any interests in matters for  
consideration at the meeting.

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Published and dispatched by [democracy@southkesteven.gov.uk](mailto:democracy@southkesteven.gov.uk) on Wednesday, 20 November 2024

☎ 01476 406080

Karen Bradford, Chief Executive

[www.southkesteven.gov.uk](http://www.southkesteven.gov.uk)

- 4. Minutes from the meetings held on 3 September 2024** (Pages 3 - 20)  
To confirm the minutes of the meetings held on:  
  
3 September 2024, 10:30am (Partly Restricted)  
3 September 2024, 14:00pm
- 5. Updates from the previous meeting** (Pages 21 - 22)  
To consider actions agreed at the meeting held on 3 September 2024.
- 6. Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service**
- 7. Cultural Strategy 6 monthly Update** (Pages 23 - 37)  
To provide an update on the Cultural Strategy for South Kesteven, including progress with the accompanying Action Plan and the achievement of Key Performance Indicators previously agreed.
- 8. Corporate Plan 2024-27 Key Performance Indicators: 2024/25 Mid-Year (Q2) Report** (Pages 39 - 49)  
This report outlines South Kesteven District Council's performance against the Corporate Plan 2024-27 Key Performance Indicators (KPIs) from July-September 2024.
- 9. Performance of Leisure SK Ltd** (To Follow)
- 10. Work Programme 2024 - 25** (Pages 51 - 53)  
To consider the Work Programme 2024-25.
- 11. Any other business which the Chairman, by reason of special circumstances, decides is urgent**

## Meeting of the Culture and Leisure Overview and Scrutiny Committee



**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**

**Tuesday, 3 September 2024, 10.30  
am**

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### **Committee Members present**

Councillor Murray Turner (Chairman)  
Councillor Barry Dobson (Vice-  
Chairman)  
Councillor Matthew Bailey  
Councillor James Denniston  
Councillor Gareth Knight  
Councillor Robert Leadenham  
Councillor Paul Martin  
Councillor Chris Noon  
Councillor Tim Harrison

### **Other Members present**

Councillor Harrish Bisnauthsing  
Councillor Paul Fellows  
Councillor Bridget Ley  
Councillor Patsy Ellis (LeisureSK Ltd  
Director)

### **Cabinet Members**

Councillor Ashley Baxter  
Councillor Richard Cleaver  
Councillor Philip Knowles (LeisureSK Ltd Director)  
Councillor Paul Stokes

### **Officers**

Richard Wyles, Deputy Chief Executive and Section 151 Officer  
Graham Watts, Assistant Director (Governance and Public Protection) and  
Monitoring Officer  
Karen Whitfield, Assistant Director Leisure, Culture and Place  
Debbie Roberts, Chairman of LeisureSK Ltd  
Paul Sutton, Director of LeisureSK Ltd  
David Monkhouse, Non-Executive Director LeisureSK Ltd  
Matt Chamberlain, Contract Manager LeisureSK Ltd

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## **15. Public Speaking**

No requests for public speaking had been received.

## **16. Apologies for absence**

An apology for absence had been received from Councillor Emma Baker who was substituted by Councillor Tim Harrison.

## **17. Disclosure of Interests**

None disclosed.

## **18. Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service**

No announcements or updates were given.

## **19. Presentation of 2024/25 budgets to include all anticipated expenditure**

The Chairman of LeisureSK Ltd presented the report which provided an update on the budget for LeisureSK Ltd for 2024/25. A management fee of £450,000 had been confirmed to be paid to LeisureSK Ltd for 2024/25 in accordance with the fee approved by Council.

A business plan was approved by the LeisureSK Ltd Board of Directors who were confident that the Company could deliver the service within the management fee of £450,000.

As part of the additional budget requested by Cabinet earlier in the year an independent review of the Companies management fee was undertaken and it was found that two contractors had been omitted in error from the 2024/25 budget setting process. The LeisureSK Ltd Board had reviewed the budget and rectified the error and a reprofiled budget was shown in exempt Appendix A to the report.

The contract between the Council and LeisureSK Ltd remained in place until December 2025 and the budget prepared was in line with the management fee provided from the Council.

Questions in respect of the exempt appendix were discussed during the exclusion of the press and public as part of agenda item 6.

Members noted the update regarding LeisureSK Ltd.

## **20. Cashflow and mitigation plan for 2024/25**

The Chairman of LeisureSK Ltd presented the report which provided an update regarding the cashflow and mitigation options of LeisureSK Ltd. LeisureSK Ltd had faced operational difficulties in the last financial year due to increased supplier costs and the significant increase in the cost of utilities. Although a management fee of £500,000 had been budgeted for in 2023/24, due to the difficult trading conditions during the previous year an additional management fee of £273,000 was approved in January 2024.

Cabinet had also requested that LeisureSK Ltd compile a mitigation and recovery plan for the financial years 2023/24 and 2024/25 in response to the management fee request with a view to reducing the level of management fee for 2024/25.

The LeisureSK Ltd Board of Directors had made some immediate decisions in January 2024 to mitigate the financial position as listed at paragraph 1.7 of the report which included:

- a recruitment freeze on all vacancies from January – April 2024,
- a review of outstanding debts and payments to the Company sought from external hirers. The Board of Directors of LeisureSK Ltd had also agreed to cease subsidising advance bookings/events.
- The Council had been asked to explore the option of an overdraft facility for LeisureSK Ltd with the bank
- Health walks which were popular throughout the District had been encouraged to be led by volunteers or by partner organisations rather than LeisureSK staff.
- A range of energy improvements across the leisure centres which had resulted in the investment of pool covers and LED light improvements at Grantham Meres which had already resulted in a reduction in the utility consumption.
- The Bourne roof and lights were on track to be completed over the summer and would also reduce utility costs.
- The Council had been successful in their SALIX funding and the Grantham Meres would benefit from solar PV on the roof by March 2025 and a new heating system in March 2026.
- Membership sales across the centres had been strong in 2024 with new sales increasing by 11.9% against the same period (January - July) last year and these were in line with the forecast in the budget.

A request was made to see membership/footfall figures for the last ten years to be able to compare figures. It was stated that not all this information would be available as the previous contractor would hold the data which LeisureSK Ltd did not have access to. However, what data was available would be compiled and circulated.

➤ **Action**

***Data surrounding membership and footfall figures to be circulated to Committee Members for as far back as available.***

The Chairman of LeisureSK Ltd was thanked for the presentation and it was felt that there had been an improvement in the operational running of the facilities. However, it was felt that the significant costs and the difficult trading conditions were only part of the issue and one Member still felt that there were extensive failures within LeisureSK Ltd.

At this point it was proposed, seconded and **AGREED** to go in to exempt session.

## **21. Exclusion of Press and Public**

It was proposed, seconded and **AGREED** to exclude the press and public in accordance with Section 100(A) of the Local Government Act 1972 during consideration of the following items of business because of the likelihood that

otherwise exempt information, as described in paragraph 3 of the Act (as amended) would be disclosed them.

Please see restricted minute.

*Back in open session.*

## **22. Timeline for presentation of 2025/26 budget information**

Members were presented with the LeisureSK Ltd timeline for the 2025/26 budget. The management fee for 2025/26 had been drafted on a like for like basis of delivering leisure services on behalf of the Council with some financial caveats. A report would be drafted for consideration by the Culture and Leisure OSC in respect of the management fee and a business plan for 2025/26 to enable the management fee to be considered as part of the joint overview and scrutiny budget setting meetings.

It was noted that any changes to the National Minimum Wage which was part of the autumn budget may impact the reporting timeline and also assumptions had been made in respect of the electricity contract which runs from October 2024 to October 2025. It was expected that the draft budget would be discussed by the Board in November and then presented to the Committee.

A question was asked in respect of the budget and it was stated that the budget presented would depend on the outcome of the recommendation due to be debated at the afternoon's meeting.

The Deputy Chief Executive and Section 151 replied that it was a complicated picture going forward, currently there was no management fee included in the draft 2025/26 budget which already had pressures on it and was showing a deficit due to other pressures.

Members noted the updated timeline for requesting a management fee for LeisureSK Ltd.

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

None.

## **24. Close of meeting**

The meeting closed at 11:38.

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

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# Meeting of the Culture and Leisure Overview and Scrutiny Committee



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

Tuesday, 3 September 2024, 2.00  
pm

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## Committee Members present

Councillor Murray Turner (Chairman)  
Councillor Barry Dobson (Vice-Chairman)  
Councillor Matthew Bailey  
Councillor James Denniston  
Councillor Gareth Knight  
Councillor Robert Leadenham  
Councillor Paul Martin  
Councillor Chris Noon

## Other Members present

Councillor Ashley Baxter  
Councillor Richard Cleaver  
Councillor Paul Fellows  
Councillor Graham Jeal  
Councillor Philip Knowles  
Councillor Bridget Ley  
Councillor Max Sawyer  
Councillor Paul Stokes

## Cabinet Members

Councillor Ashley Baxter  
Councillor Richard Cleaver  
Councillor Philip Knowles  
Councillor Paul Stokes

## Officers

Richard Wyles, Deputy Chief Executive and Section  
151 Officer  
Alison Hall-Wright, Director of Housing  
Graham Watts, Assistant Director (Governance and  
Public Protection) and Monitoring Officer  
Karen Whitfield, Assistant Director – Leisure, Culture  
and Place  
Kay Boasman, Head of Waste Management and  
Market Services  
James Welbourn, Democratic Services Manager  
(Deputy Monitoring Officer)  
Michael Chester, Leisure, Parks and Open Spaces  
Team Leader

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## **25. Public Speaking**

There were no public speakers.

## **26. Apologies for absence**

Apologies for absence were received from Councillor Emma Baker.

Councillor Emma Baker was substituted by Councillor Tim Harrison.

## **27. Disclosure of Interests**

There were none.

## **28. Minutes from the meeting held on 18 June 2024**

Minutes from the meeting held on 18 June 2024 were proposed, seconded and **AGREED** as an accurate record.

## **29. Updates from the previous meeting**

The updates from the previous meeting were noted.

## **30. Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service**

There were no announcements or updates from those Cabinet Members present.

## **31. Market Update - High Street Retail Market Review**

The Market Update for the High Street Retail Market Review was presented by the Deputy Leader of the Council.

The Deputy Leader clarified that the review was the result of a culmination of independent research, and he highlighted the following three phases which should maximise the success of a market:

- 1) Current trading footprint – this phase reviewed the current trader landscape, access points, retail mix, price range, external presentation and layout ideas, and barriers to trade.
- 2) Identity – this phase reviewed market equipment and assets, branding, marketing, wayfinding/signage, local heritage, quality of traders and collaboration with high street retailers.
- 3) Operations and opportunities – this phase reviewed market finances, visitor economy opportunities, training needs, Wi-Fi access, promotion, sustainability and the overall market offer.

During debate, one Member expressed frustration that there had been previous reviews brought before the Committee and they felt that more direct action was needed given that the earliest start date for any action suggested by the review was for January 2025. They suggested calling upon the insight of another Member who had personal experience of working at markets. However, the Member in question clarified that their experience had been solely at Grantham Market.

In light of one Member's frustration about the review, it was noted that this had been funded by the government at no cost to SKDC. The review had also been orchestrated by an individual with experience of successfully running Bingham market.

It was confirmed that this would be the final review.

Whilst noting the fact that she was new to the organisation, the Head of Waste Management and Market Services confirmed a move away from the previous action plan which was more operational in nature. The review had been more strategically focused, identifying national trends and situating these in the context of the local markets. The Head of Waste Management and Market Services hoped that they could create a more robust action plan to grow the markets within SKDC.

One Member requested welfare facilities for traders at Stamford Market. The Head of Waste Management and Market Services confirmed that they would include this within the action plan.

Another Member commented that they would have liked the report to have given more of a financial insight into each market. The Member referenced a tool available to the Finance and Economic Overview and Scrutiny Committee, used for recording visitor patterns on market days, and queried whether this could be incorporated. The Member also referenced that prior to the meeting they had found an action plan for the market dating from 2012. The Member commented on the similarity between the areas of weakness identified then and those identified within the review being presented.

The Deputy Chief Executive and Section 151 Officer clarified that a further review had been suggested by the action plan because there had not been a budgetary allocation to address the issues identified.

A Member recognised the progress made with the support from the Head of Waste Management and Market Services, and the Markets Manager. With their support, the Member expressed that they felt this to be a more robust team for progressing Grantham market particularly. The Member also claimed that the Markets had not previously been prioritised enough by fellow Members and following the last significant road works in the area in 2011, 20 market stalls did not return.

The Deputy Leader of the Council suggested that the review needed to be followed by the budget. Despite this, the Deputy Leader indicated that Stamford Market was continuing to perform strongly with new stalls and traders.

It was proposed, seconded and **AGREED** that the review would be re-evaluated at the Culture and Leisure Overview and Scrutiny meeting of 8 January 2024.

### **32. Market Trader Code of Conduct**

The Market Trader Code of Conduct was presented by the Deputy Leader of the Council, outlining the operational requirements of traders at council-led markets within SKDC.

Significant areas covered within the Code of Conduct were:

- Market Charges – this outlined the possible trading options (pitch size, regular/casual traders etc.) and associated costs,
- Trader Definition – this outlined the difference between a regular and a casual trader,
- Trading Hours and Cancellations – this section outlined expected trading hours,
- Conduct of Traders – this section outlined the expected behaviours of traders, and was followed by a summary of the disciplinary procedure which would have been invoked should a trader breach the Code of Practice.

The Chairman requested that an amendment be made to section 9a of the Code of Conduct, to replace the word 'town' with a more inclusive term for individuals in rural areas, such as 'area' or 'location'.

With this amendment incorporated, it was proposed, seconded and **AGREED** to:

**Support the implementation of the revised Market Trader Code of Practice for execution from 1 October 2024.**

### **33. Sport and Physical Activity Update Report**

The Deputy Leader of the Council presented the Sport and Physical Activity Strategy 2021-2026 - September 2024 Update. The report not only outlined the Sporting Events that have occurred since March 2024, but also detailed the following:

- A. An overview of the work undertaken to support the Sport and Physical Activity Strategy.

- Physical Activity Initiatives for Council Employees
- Partnership and Collaborative working
- Leisure Facilities
- Active Lincolnshire
- Amendments to the Sport and Physical Activity Strategy 2021-2026

## B. The Active Lives Survey

The Chairman disclosed that he had a meeting arranged with the Chief Executive to co-ordinate a dialogue between SKDC and private sports providers.

It was suggested by a Member to liaise with schools in an attempt to try and encourage family bike rides. Another Member commented that such bike rides were regularly facilitated across the districts many cycle routes. However, there was a particular issue with a route raised by the Member who pledged to email specific details of the issue to the Chairman outside of the meeting.

A Member praised the hard work of the Physical Activity and Wellbeing Lead.

The Physical Activity and Wellbeing Lead was asked by a Member whether there were any plans for the 'National Fitness Day' on 18 September 2024. The Physical Activity and Wellbeing Lead confirmed the plan to roll out a '10 at 10' Programme – encouraging staff members to undertake 10 minutes of exercise at 10am. This rollout was to be accompanied with a blog by the Communications Team.

The Vice-Chairman commented that LeisureSK had organised for a group of individuals to visit the markets via cycling. It had seemed fairly popular, but the Vice-Chairman was unsure of its future.

A Member suggested facilitating an activity weekend between different sports clubs, particularly in Grantham where there were many sports clubs. This could have been trialled, allowing individuals to try new sports. The Physical Activity and Wellbeing Lead confirmed that a Health and Wellbeing weekend had previously been held in both Bourne and Stamford, and they were looking at holding one in The Deepings.

Another Member supported the idea of co-ordinating designated weekends and praised the materials published within the appendix of the report.

A comment was made that the Chairman of the Lincolnshire Archery Association had publicly called on social media for a Sports Forum across the district involving all able-bodied and disability sports clubs. It was suggested that SKDC could be involved in facilitating this. The Chairman recognised this and requested that the Member sends further information which the Chairman could include in his discussions with the Chief Executive.

Another Member reminded the Committee about the Dysart Family Fun Day which was a similar event with several sports clubs involved. The Member advocated raising awareness of the event and trying to get more sports clubs involved. It was suggested that this should be workshopped prior to being presented at a subsequent Committee meeting.

The Vice-Chairman commented that communication around sports associations should be improved and suggested using the Council produced SK Today magazine as a mechanism for this.

The Physical Activity and Wellbeing Lead confirmed that activity providers are encouraged to upload their activities to the 'Let's Move Activity Finder.'

It was proposed, seconded, and following a vote it was **AGREED**:

- 1. That the results of the future Active Lives survey data will form part of regular six-monthly updates and were noted.**
- 2. That the refreshed Council's Sport and Physical Activity Strategy, which included the amendments previously agreed upon at the meeting of Culture and Leisure Overview and Scrutiny held on 26 March 2024 be recommended for approval.**

#### **34. Leisure Options Appraisal**

**Note:** Councillor Philip Knowles left the Council Chamber for the duration of this item as he was a board member at LeisureSK Limited.

The Deputy Leader of the Council built on the report presented to the Committee on 18 June 2024. The report sought to explore the options for future management of SKDC's leisure service. Whilst there were four possible options, the Deputy Leader identified that the preferred option would be to enter a ten-year contract with LeisureSK Ltd. incorporating agency principles, an option which SKDC had explored the validity of with expert tax advice from HMRC confirming the arrangement would be compliant.

One Member requested an amendment be made to refer the decision to Full Council with LeisureSK Ltd. acting as an agent for SKDC for leisure services only. The Member also asked if the agency model could be switched to sooner than the proposed timeframe of April 2025. The Deputy Chief Executive and Section 151 Officer confirmed that the current contract required a six-month notice period.

A comparison was made with Hounslow Council who let such a contract in a two-month timeframe. A Member noted that if this could be done then there would be financial gain for SKDC. The Assistant Director for Culture and Leisure clarified that Hounslow Council had a significant period left on their contract whereas SKDC only had until December 2025. The tax advice

received had confirmed that the Council could amend the current contract to incorporate agency principles but a new contract could be required from January 2026 in any event.

In this respect, the Member asked where the Committee stood regarding the tax motion previously heard at Full Council on 23 November 2023. The Deputy Chief Executive and Section 151 Officer confirmed that the tax motion did not impact this item. The proposal to adopt an agency agreement was not tax avoidance but an efficient tax arrangement.

The officer confirmed that in order to avoid disrupting the operating model of LeisureSK Ltd., and employee status, the recommendation suggested keeping the existing operating model but changing the arrangement to an agency model. Therefore, LeisureSK would collect gross income on behalf of SKDC.

The Monitoring Officer confirmed that, in line with the Constitution, the Committee needed to make a recommendation to Cabinet and could not delegate to Full Council. This was because for these matters Cabinet was the decision-making body.

Having been proposed and seconded, and following a vote, it was **AGREED** to:

- 1. Recommend to Cabinet that the Council entered into a new leisure delivery contract with LeisureSK Ltd for a maximum of ten years from 1 April 2025.**
- 2. Recommend to Cabinet that the current contract with LeisureSK Ltd was to be terminated giving the required six months' notice effective from 30 September 2024.**
- 3. Recommended to Cabinet that the new operating model for the delivery of the leisure services was to be based on an agency model with LeisureSK Ltd acting as an agent for the Council in respect of leisure services only.**
- 4. This committee recommended that if it was possible to shorten the notice period and expedite the process to save money then this option should be explored.**

**Note:** Councillor Knowles returned to the Chamber.

### **35. Play Area Strategy Action Plan**

The Deputy Leader of the Council presented the Play Area Strategy Action Plan.

At a meeting of the Culture and Leisure Overview and Scrutiny Committee held on 18 June 2024, the Members present considered a draft Play Area Strategy for South Kesteven. The Strategy was subsequently approved by the Cabinet on 9 July 2024.

It was recommended that the Committee endorsed the Plan as the principal document when determining the repair and maintenance of play areas. Furthermore, it recommended that the Committee agreed to receive a further update detailing the progress made against the actions identified in twelve months' time.

One Member suggested renaming the document to identify the contents more specifically.

The matter was raised about installing swings at Queen Elizabeth Park in Grantham. The Member explained that funding was thought to be an issue, following discussions with officers. The Member queried whether the swings could be installed if the money was sourced from external sources, and where this sat within the confines of the Action Plan. The officer recommended prioritising the current play areas before committing to additional responsibilities, however the strategy would develop over time. Another Member noted that there were also nearby parks with swings.

A Member raised the matter of Item 18, Appendix 1 of the report – the Lonsdale Road Stamford site, which was graded as being a high priority. The site contained gym equipment, but no play equipment. However, since this decision in 2021, free-to-use gym equipment has been opened elsewhere in Stamford. Given that a larger play area existed elsewhere within the vicinity, it was not considered necessary to seek funds to add play equipment at this site. Therefore, the Cabinet Member for Planning allocated the monies to be used by Stamford Rugby Club which was more in-keeping with the monies original purpose.

One Member queried whether play areas across SKDC had been categorised and whether Members would be notified of the categories in their ward. The report had categorised the sites into low/medium/high priority.

Recognition was given to the Leisure, Parks and Open Spaces Team Leader for the support that they gave in securing the funding for the Beeden Park improvements. The Officer confirmed that the works were to start on 26 September 2024 and were estimated to last for 4-5 weeks.

The Ward Member for the item 16 site, Harrowby Lane – Grantham, raised this site as being in particularly bad condition. The request was made to elevate the priority grading to be 'high'. The Leisure, Parks and Open Spaces Team Leader agreed to review this.



It was identified from Appendix 1 of the report that the lifespan of the equipment in many SKDC parks ran to 2029. A Member identified this as causing a potential issue in the future and asked if there was scope for more community involvement in the management of these play areas.

Following the discussion, it was proposed, seconded, and **AGREED** to:

- 1. Endorse the Play Area Strategy Action Plan and for this to become the Council's principal document when determining the repair and maintenance of play areas.**
- 2. To receive a further update detailing the progress made against the actions identified in twelve months' time.**

### **36. Work Programme 2024-25**

The meeting raised that the following items should be added to the Work Programme:

- Market Update (for the January 2025 meeting)
- Six-monthly Sport and Physical Activity Update (for the March 2025 meeting)
- Management Fee and Business Plan for LeisureSK (for the November 2025 meeting).

It was requested for a workshop to take place before the 28 November meeting, detailing the progress made with local sports clubs. Members who attended the previous tour of the district's Leisure Centre's noted the usefulness of this and requested this to be facilitated again for Members. Building on this, one Member requested a visit to Stadium SK to understand how this facility operates.

The Deputy Leader of the Council requested an item relating to the arts. It was noted that the Cultural Strategy Report that was to be presented at the 28 November meeting would be bolstered with a wider overview of the success of the arts within the district.

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

Revisiting item 7, a statement was provided by a Member who suggested supplying two additional free stalls at Stamford market which could be used by charities. A fellow Member backed this and suggested that these should exclusively be used by local charities.

A Member thanked officers for helping to facilitate local artist, Darren Whiting, in his efforts to create a walk-through art display across the town. This had

been completed in collaboration with local businessman by displaying the art in open and closed shop windows.

The Member also requested backing from fellow Members in facilitating a sports event with Sankt Agustin in 2025 that would see the Youth World Cup visit Grantham.

*The Chairman concluded the meeting at 16:07.*

# Action Sheet

Culture and Leisure Overview and Scrutiny Committee – Actions from meeting of 3 September 2024

Agenda item	Action	Assigned to	Comments/Status	Deadline
AM meeting on 3 September 2024	Data surrounding membership and footfall figures to be circulated to Committee Members for as far back as available	Debbie Roberts (Chairman of LeisureSK Ltd)	Action to be included under ‘Performance of Leisure SK Ltd’ at next Committee meeting.	Complete
PM meeting on 3 September 2024	Tours on Leisure Centres within the District to be arranged	Karen Whitfield (Assistant Director – Leisure, Culture and Place)	Tour took place on 21 November 2024.	Complete
PM meeting on 3 September 2024	For a visit to the Sports Stadium be arranged	Karen Whitfield (Assistant Director – Leisure, Culture and Place)	Visit scheduled for 16 December 2024.	Complete

<b>Agenda item</b>	<b>Action</b>	<b>Assigned to</b>	<b>Comments/Status</b>	<b>Deadline</b>
PM meeting on 3 September 2024	<p>The Chairman to meet the Chief Executive to discuss leisure providers in SKDC and see how a more united strategy could be arrived at.</p> <p>To discuss arranging a Workshop before 28 November on sports clubs in the District</p>	Vicky Gisby (Executive Assistant to the Chief Executive)	Meeting took place on Wednesday 9 <sup>th</sup> October.	Complete
PM meeting on 3 September 2024	<p>For the following items to be added to the Work Programme under future items:</p> <ul style="list-style-type: none"> <li>• Sports Clubs in the District</li> <li>• Grantham Town FC</li> </ul>	Democratic Services	Added to Work Programme.	Complete

All actions part of the exempt minute have been completed.



**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**

## **Culture and Leisure Overview and Scrutiny Committee**

Thursday, 28 November 2024

Report of Councillor Paul Stokes  
Deputy Leader of the Council, Cabinet  
Member for Leisure and Culture

## **Cultural Strategy - Six Monthly Update**

### **Report Author**

Jade Porter, Arts and Cultural Services Manager

✉ jade.porter@southkesteven.gov.uk

### **Purpose of Report**

To provide an update on the Cultural Strategy for South Kesteven, including progress with the accompanying Action Plan, and the achievement of Key Performance Indicators previously agreed.

### **Recommendations**

**The Committee is recommended to:**

- 1. Note the information provided and offer suggestions on any additional information required for future updates in relation to the implementation of the Council's Cultural Strategy.**

### **Decision Information**

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

### **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 Should a bid to Arts Council be successful then the grant terms and conditions will need to be assessed and the receipt of funding be formally approved in line with the Council's Constitution and governance arrangements.

*Completed by: Paul Sutton Interim Head of Finance (Deputy s151)*

### ***Procurement***

- 1.2 The procurement process to secure a pantomime contract for the Guildhall Arts Centre is currently underway and the Cinema Programming Contract will be required to go out to tender before the end of the year.

*Completed by: Helen Baldwin (Procurement Lead)*

### ***Legal and Governance***

- 1.3 It is within the remit of the Culture and Leisure Overview and Scrutiny Committee to monitor and assess the performance of the Council's Arts and Cultural Service. 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 The Council's Corporate Plan (2024 to 2027) sets out the vision for South Kesteven to be "A thriving district in which to live, work and visit. To underpin this vision, the key priority of Connecting Communities identifies the Council's role in delivering and facilitating a sustainable leisure and cultural offer and celebrating and promoting the strong heritage and rich culture of South Kesteven.
- 2.2 The Council's Cultural Strategy 2023 to 2026 was developed during 2023. The draft Cultural Strategy was considered at a meeting of the Culture and Leisure Overview and Scrutiny Committee held on 13 June 2023 prior to it being formally adopted at a meeting of Cabinet held on 11 July 2023.
- 2.3 The Cultural Strategy 2023 to 2026 is the guiding document for the Council's Arts and Culture Team and underpins cultural activity within the Council's three artistic

venues, outreach activity across the district, and how the team engage with the wider cultural sector.

- 2.4 At a further meeting of the Culture and Leisure Overview and Scrutiny Committee held on 5 September 2023, a suite of key performance indicators were agreed against the key themes in the Cultural Strategy. It was proposed these Key Performance Indicators could be used to assess the implementation and effectiveness of the Cultural Strategy.
- 2.5 Since the adoption of the Cultural Strategy there has been a significant amount of progress made, this being the second six monthly update provided to this Committee. For ease of reading, an update of work undertaken has been split into sub sections and summarised below alongside the corresponding themes from the Cultural Strategy:
- A) Pay It Forward Scheme
  - B) Outreach Activity
  - C) Marketing
  - D) Venues – Use of Space
  - E) Bid to Arts Council England
  - F) General Venue Updates
  - G) Update on Key Performance Indicators

### **A) Pay it Forward Scheme**

- 2.6 The Pay It Forward Scheme was launched in September 2023 and to date has received donations from patrons of the arts service in excess of £6900. The funds raised are used to provide arts and cultural opportunities to residents who would otherwise be unable to access these services for whatever reason.
- 2.7 How the donations have been used is displayed on the websites of all three Council venues, and people who make donations automatically receive a thank you email.
- 2.8 Since the last update, the following activity has been organised utilising the fund:
- Families and clients of ‘Don’t Lose Hope’ in Bourne attended the ‘Hey Beatles Performance at the Bourne Corn Exchange.
  - 8 young people aged 8-14 attended Stamford Arts Centre Cinema to take part in an Art Pop Up session,
  - A step by step art class was held at the St Barnabas Wellbeing Centre in Grantham, serving people who are experiencing grief.
  - Arts Practitioner Martyn Bignell is currently delivering six activity sessions at Braeburn Lodge in the Deepings. The sessions, for residents in supported living including those living with dementia, are based around different themes and involve crafts, activities, games, and encourage conversation.

- Market Deeping Community Primary School will be attending the Guildhall Arts Centre pantomime in December 2024. 100 tickets are being provided free of charge for the students.

- 2.9 The use of the fund has received great feedback, some of the comments are noted below:

**Art Class at Wellbeing Centre:**

*'Most of the people there are managing grief and although this is a unique journey for everyone, it is a benefit to escape from it for a few hours while the brain focuses on creating something as beautiful as these paintings.'*

*The artist who led the group was amazing and very patient. There were a few people that didn't feel they could paint the picture and were reluctant to do the more intricate steps. She explained that everyone's would be different and unique to them. She was right and the session resulted in some very proud people who couldn't wait to take them home to show their families and friends.*

*Thank you so much for the opportunity for doing this.'*

**Art Pop Up, Youth Group Cinema visits:**

*'Thank you once again for facilitating this for these young people. We have some of the most disadvantaged and vulnerable people in the local area in our programme who are unable to access the arts/culture usually and experience considerable social ostracism and economic exclusion, so opportunities such as this are very meaningful.'*

*'Just wanted to drop a quick note with a very big thank you for last night's tickets. None of the group had been to the cinema - either ever or in a very long time, most of them had ever set foot in the arts centre.'*

- 2.10 Further opportunities are being discussed with Inspire+ to provide interactive workshops at their Christmas Heath and Food camps.

**B) Outreach Activity**

- 2.11 The Council contribute just over £3500 annually to the Rural Touring Scheme, which is also funded by Arts Council England. The scheme takes high quality live performances to rural spaces. Being operated by Live and Local, the Scheme continues to be extremely well supported in South Kesteven with 13 performances taking place across six different venues within the district. The events planned include a range of drama, music and comedy. In the most recent health check report it has been highlighted that there is a desire to seek more locations in the Bourne and Deepings areas should this be possible. A copy of the health check report is provided at **Appendix One**.



- 2.12 The Music in Quiet Places programme was a success in the summer months of 2024, and planning has begun for the 2025 programme. The four music events take place in churches in rural areas of the district, in 2024 the locations were Barholm-on-Stowe (North Stamford), Long Bennington (North of Grantham), Aslackby (North of Bourne) and Thurlby (near The Deepings). The most recent series sold 424 tickets across the four events, with three of them being sold out which is an improvement on performance in 2023 when 355 tickets were sold, and in 2022 when 297 tickets were sold.
- 2.13 Thanks to a successful UKSPF bid, the Arts Team will bring Circo Rum Baba's show *The Whale* on tour across the District in early 2025. Audiences will be able to experience *The Whale* at Dysart Park in Grantham, The Rec in Stamford, The Red House Grounds in Bourne, and Jubilee Park in Deeping St James, from Friday through to Sunday with the events being completely free of charge. Inside the 18-foot whale, guests will embark on an immersive journey through an underwater world, encountering a diver, a leatherback turtle, and various sea creatures, while exploring the effects of plastic and litter on the ocean. This captivating show is not only visually engaging but also a powerful way to inspire young people to care for the environment.
- 2.14 A further successful UKSPF bid is supporting the *Our Place, Our Art* public art project which is launching across each of the four towns. An application process is currently taking place to secure professional local artists to lead the projects, with one artist being assigned to each town. Members of the local community in each town will be able to join workshops to collaboratively create a permanent public artwork that, not only celebrates their community and fosters creativity, but also brings together community ideas and efforts. The vision is to create something everyone can be proud of.

## **C) Marketing**

### **Cultural Strategy Themes: Equality and Inclusion, Placemaking, Partnership and Collaboration, Cultural Venues and Programmes, and Value for Money**

- 2.15 "What's On" brochures are printed three times a year for the Guildhall and Stamford Arts Centres. These brochures are also distributed by staff around town in locations like shops, cafes, and hairdressers, making them easily accessible for customers.
- 2.16 Launch days for venue brochures were trialled for the summer brochures in April 2024. Despite incentives being offered including vouchers and competitions, the data showed no increase in advance bookings or footfall on the day. In consideration of this brochure launches are now being supported by full-page advertisements in the relevant paper (Mercury/Journal), social media posts, and an e-shot to the mailing list.

- 2.17 Branding has been created across all three venues, with an ombre colour scheme attributed to each venue. This is reflected in What's on Guides, large print, and social media announcements and messages from the venues.
- 2.18 Alongside this, Guildhall and Stamford Arts Centres now have the 'What's On' diary printed as roller banners and large outdoor posters. These have received really good feedback and work as a point of reference for passing customers who may not be familiar with the activities offered within the arts centres.
- 2.19 The social media channels across the venues are not only used to promote shows, but are increasingly used to share non-promotional, engagement-focused posts. This approach leverages popular marketing tools like Facebook and Instagram reels, adding more video content that drives higher engagement and builds relationships with audiences, which hopefully translates into sales.
- 2.20 Social Media followers currently stand at:
- Guildhall Arts Centre Facebook: 6,200  
Guildhall Arts Centre Instagram: 1,318
- Stamford Arts Centre Facebook: 9,200  
Stamford Arts Centre Instagram: 3,300
- Bourne Corn Exchange Facebook: 2,200
- 2.21 The Guildhall and Stamford Arts Centres have historically used the Spektrix Box Office system for ticket sales. Events at The Bourne Exchange have now been added and are available through this system. This provides a range of reports, offering valuable data and insights into audience and marketing strategies for the Corn Exchange events. Consistently this data reveals the top four ways people discover arts service events: 1. Word of Mouth 2. Brochures 3. Website 4. Direct Email Notifications.
- 2.22 The Bourne Corn Exchange has now launched its own website, providing residents with a central hub to learn more about the venue. Previously its online presence was limited, and feedback showed that people found it challenging to access information on events and services offered at the Corn Exchange. With the new website visitors can now easily purchase tickets for events, and the venue can build a customer database to keep the community informed about upcoming activities. A regular local amateur dramatics group has recently moved over to the Spektrix tickets sales system to benefit from increased marketing and local presence.
- 2.23 To connect with underrepresented age groups, the two marketing officers recently attended Freshers' Day at Stamford College. Their focus was on promoting cinema events and the £5 ticket offer available to under 25s. The team successfully

encouraged over 150 students to sign up for our 'What's On' guides and marketing materials. These discounted cinema tickets aim to boost attendance among younger audiences at the venue.

- 2.24 Marketing strategies are continuously assessed using box office reports, QR code data, and feedback from our marketing questionnaires. Over the past year there has been a focus on re-evaluating available options to ensure the best value for money. Unfortunately, print ads in local newspapers have decreased in effectiveness over time, although they still serve well for press releases. Social media has proven effective, generating strong organic engagement, while boosted posts help extend the reach of sales-focused content. Flyer drops have also been arranged through the 'Links' Magazines which help the arts service to reach more houses outside of the town centres.
- 2.25 E-shots are direct emails sent to customers who have opted in to receive marketing materials. A combination of monthly updates for all subscribers, and targeted emails for specific segments, are utilised providing an effective way to inform and remind customers about upcoming events. Currently, the Guildhall email list includes 5,832 subscribers, Stamford Arts Centre has 11,871, and the newly established Bourne list has 196 subscribers.
- 2.26 The team are developing a marketing strategy for the venues that compiles the marketing and audience development activities undertaken by the team, the results we see from these, and potential future opportunities. It will also reflect on audience data and booking behaviours that are pulled from the box office system. The strategy will reflect on the importance of selling tickets and events, but also on brand awareness, building customer relationships, and raising awareness of the positive effects arts and culture has on quality of life. This work will be completed by April 2025.

## **D) Venues – Use of Space**

**Themes: Cultural Venues and Programmes, Value for Money, Equality and Inclusion**

- 2.27 The venues have continued to host a wide variety of cultural activities through room hire bookings, including dance and youth drama classes, yoga/meditation, Tae Kwon Do, and dementia support groups. For activities that align with the Cultural Strategy and offer services not provided by the arts service, discounted rates are available on an individual basis.
- 2.28 The Guildhall Arts Centre recently hosted a workshop for free, organised by 'The Greater Lincolnshire Producers Network'. The workshop blended guidance with open discussions to explore the ethics and practical aspects of green fundraising. It covered foundational topics like understanding the Earth crisis,

and alternative ways to grow resources in environmentally friendly and ethical ways. This activity aligned with the Cultural Strategy by providing networking opportunities for local creatives, and was also a good opportunity to showcase the venue to people and companies who might be seeking venues in the future.

- 2.29 The Guildhall Arts Centre recently accommodated a free technical rehearsal in the theatre for a children's puppet show. In return for this, the company ran free workshops. This is an example of being able to trade space for time when it aligns with the Cultural Strategy and reaches target demographics.
- 2.30 Stamford Arts Centre joined the Northants and Rutland Open Studios Tour, hosting the exhibition free of charge. In return participating artists held public workshops as part of the event which was an excellent example of exchanging space for time. By joining this network the Arts Centre gallery gained substantial exposure, with the Gallery being prominently featured in the tour's brochure and marketing materials, attracting a high number of visitors throughout the event.
- 2.31 Bourne Corn Exchange recently hosted Barmpot Theatre, who had previously secured UKSPF funding through the Council. The venue was offered at no cost, using the event to promote bookings through our new website and attract young people and families to the space.
- 2.32 In addition to hosting arts activities, the venues are also utilised by businesses, local groups, and members of the public. All three venues regularly accommodate a variety of events, including parties, wedding receptions, wakes, conferences, and meetings. Room hire is continuously advertised through social media platforms and printed brochures.
- 2.33 Both the Guildhall and Stamford Arts Centres have coffee shops operating as tenants within their premises. These coffee shops benefit from the high footfall generated by events and frequently provide catering services for meetings and event bookings.
- 2.34 Digby's Coffee Shop, located within the Guildhall Arts Centre, also manages the events bar in the Ballroom and provides bar services for theatre performances.

## **E) Bid to Arts Council England**

**Themes: Value for Money, Placemaking, Equality and Inclusion**

- 2.35 A consultation exercise has taken place to receive feedback from residents in Bourne and The Deepings, and artistic practitioners within South Kesteven to support a bid to Arts Council England. These areas were chosen as SKDC does not provide the same level of cultural opportunities as it does in Grantham and Stamford where there are traditional theatre venues. The Purpose of the consultation was to establish what arts and cultural activity already exists in

these areas, what activity residents currently travel to participate in, and what residents want to see more of in their local community. The consultation results are provided at **Appendix Two**.

- 2.36 The consultation has demonstrated the importance of providing arts activities and cultural events close to where people live should not be under-estimated. Perhaps not surprisingly, where people live correlates to the venues they visit. When asked about which of the venues they had visited, respondents were much more likely to have visited one of the Council's venues in the south of the district, than the north. The Guildhall Arts Centre in Grantham had been visited by 25 respondents -16.6% of the sample. Stamford Arts Centre had been visited by 157 respondents - 89.2% of the sample.
- 2.37 This was also the case when people were asked if they would be interested in taking part in more of the arts activities and cultural events listed, if they were available locally. The majority - eight out of ten respondents (159 or 80.7%) - said that they would.
- 2.38 A significant proportion of responses to the public survey were received from people from the Deepings and surrounding area – most notably from those who use the community library. Stressing the importance of reading as a cultural activity and the library as a venue where events could be provided, respondents using this facility were keen to promote the library as a community facility, and one where arts activities and events could be hosted, if funding was available.
- 2.39 Arts practitioners were in the main receptive to the idea of either extending their provision to include the areas of Bourne and the Deepings, or increasing the amount of provision in these areas. This is important as it illustrates a willingness by practitioners to improve provision in these areas – which if the application for Arts Council funding is successful will be important.

## **F) General Venue Updates**

- 2.40 This year sees the introduction of a new, in-house pantomime for Stamford Arts Centre which has not hosted such an event since January 2022. The Venue Manger, Phil Norton, has vast experience in producing pantomimes and family shows. Mother Goose consists of 12 performances leading up to Christmas Eve and is currently on sale and meeting sales targets.
- 2.41 The Stamford Arts Centre Cinema programme has now moved across to the Independent Cinema Office (ICO) who work with film distributors to arrange deals and contracts for runs of films. Working with the ICO, and moving to monthly programmes, has enabled Stamford Arts Centre to show films closer to the release date and films are now being shown two weeks after release instead of

four weeks under the previous arrangement. This partnership has also allowed the arts centre to benefit from national marketing for films, and already an increase in ticket sales is being seen.

- 2.42 Due to the ICO's extensive contacts they were able to arrange for a preview screening for Stamford Art's Centre's 30 Years of Cinema Celebrations. The screening of Conclave was supported by two security guards for the evening and was shown the day before the film was released in America, and one month before the UK release. The evening showing sold out and was accompanied by local Artist Karen Neal running a fun, film themed craft workshop.
- 2.43 In July, Councillors were invited to tour all three artistic venues. The Councillors that attended got to see a little about how each venue worked, visiting the theatres as well as the other spaces within the venues.
- 2.44 Unfortunately, since early October the Guildhall Arts Centre ballroom has been temporarily closed whilst repairs are undertaken to the roof. Room hires have been relocated within the building wherever possible. Repairs to the ceiling and roof are expected to be completed by the end of December 2024.
- 2.45 Alongside these works, sections of the Guildhall Arts Centre roof are being repaired and restoration work is taking place to the clocktower. The work is anticipated to take about six months, the contractors aiming for completion by April 2025.
- 2.46 Stamford Arts Centre now has a modern lift for customers with limited mobility, replacing the previous one which had been decommissioned on health and safety grounds. The new lift was completed and became operational in October 2024, restoring access to the theatre and cinema for wheelchair users and those with mobility needs.
- 2.47 Efforts in programming and marketing are clearly making a positive impact on sales, and the team is continuously considering ways to offer diverse events that appeal to all, without oversaturating audiences or spreading attendance too thinly across events.
- 2.48 Bourne Corn Exchange has had the signage removed and replaced to ensure the building has a strong identity. The wording 'Bourne Corn Exchange' along with the SKDC logo is now front and centre, with the other services the venue hosts being listed below. There are four service boards containing opening hours and contact information at the entrance with information pertaining to the Library and Customer Services, Town Council, Registrar and Corn Exchange.

## G) Update on Key Performance Indicators

2.49 An update on activity undertaken to support the Key Performance Indicators previously agreed at a meeting of the Culture and Leisure Overview and Scrutiny Committee held on 5 September 2023 is provided in **Table One** below:

<b>Table One – Key Performance Indicators</b>		
<b>Partnership and Collaboration</b>	Numbers of providers engaged with a Council established cultural network	The first meeting is set for Monday 9 <sup>th</sup> December 2024 for creatives across SK to meet, network, and collaborate. The groups will aim to meet four times a year, once in each town, to facilitate creative conversations.
<b>Placemaking</b>	Number of outreach events held or supported by the Arts and Cultural Services team	Kesteven and Grantham Girls' School 6 <sup>th</sup> Form students studying performing arts attended the Guildhall for a career's day, touring the venue, watching technicians work and doing a question and answer session with staff. They went on to meet 'Hotbuckle' touring company who also hosted a Q&A with them.
		Plans are underway to host the Whale in four locations across the district as mentioned in the body of this report, as well as the Public Art project.
		The Pay it Forward Scheme has also allowed for outreach activities to take place, as well as bringing people into venues. (See Section A).

		Music in Quiet Places sold 424 tickets across the four events in 2024.
		Funding is being allocated to Rural Touring Scheme providing events in rural areas of SKDC – (See Section B)
<b>Attendance Numbers at Venues</b>		<p>For the same time period (January to end of October) the Arts Centres sold:</p> <p>Guildhall 2023: 15494 tickets  Guildhall 2024: 19251 tickets (24% increase)</p> <p>Stamford 2023: 27172 tickets  Stamford 2024: 29310 tickets (7% increase)</p> <p>Bourne: No comparison is available as the system has only just started being used. 13 events have been programmed this year with 994 tickets sold through Spektrix.</p>
<b>Health and Wellbeing</b>	Social prescribing service established and residents engaged	Work is being undertaken with Inspire+ to look at funding activities through HAF Camps
	Numbers of participants engaged with the arts service from target groups	Information has been provided in the body of the report how the Pay It Forward Scheme is benefitting residents who would not otherwise be able to access the arts service.
		The Cinema offering at Stamford has seen the addition of Audio Description Equipment, meaning visually impaired and blind audience



		members will have the story narrated to them through a set of personal headphones, in between dialogue in the movie.
		A bid has been submitted to further install 'Watch Word', a tool which provides customers with a set of glasses that display captions, widening their film choices and the showings they are able to attend as they no longer need to rely on captioned screening showings.
	Take Up of Rural Touring programme across district	The Scheme continues to be extremely well supported in South Kesteven with 13 performances taking place across 6 different venues within SK during programme year October 2024 – May 2025
Value for Money	Amount of external funding secured to support the service	UKSPF Grants have been successful to support outreach events and also Audio Description equipment to support the cinema service
		Consultation for Deepings and Bourne is completed and will be used to form the basis of an Arts Council Projects bid.
	Amount of subsidy required to support the service	This is under review and information will be available at the end of the financial year.

Cultural Venues and Programmes	Number of volunteering hours engaged in delivery of Arts and Cultural Events	Since the beginning of this financial year the total number of volunteer hours at the Guildhall Arts Centre have been 767 hours, between 41 volunteers.
		Stamford Arts Centre will be introducing volunteers in time for this year's newly established pantomime, to assist with cinema and eventually live performances moving forwards.

### **3. Key Considerations**

- 3.1. The report provides an update on work being undertaken since the adoption of the Cultural Strategy and Key Performance Indicators.

### **4. Other Options Considered**

- 4.1 It has previously been agreed that the Culture and Leisure Overview and Scrutiny Committee will receive a six monthly update on the Cultural Strategy.

### **5. Reasons for the Recommendations**

- 5.1 As the Council strives to deliver best value and the widest engagement with its arts and cultural service, Members are requested to provide suggestions on any additional information they wish to see.

### **6. Background Papers**

- 6.1 Cultural Strategy 2023-2026 report to cabinet published:  
[Cultural Strategy 2023 to 2026.pdf](#)
- 6.2 Cultural Strategy Key Performance Indicators – Report to Culture and Leisure Overview and Scrutiny Committee, published 5 September 2023, available online at:

<https://moderngov.southkesteven.gov.uk/documents/s38848/Cultural%20Strategy%20KPIs.pdf>

## **7. Appendices**

- 7.1 **Appendix One:** Health Check Report from Live and Local Rural Touring Programme
- 7.2 **Appendix Two:** Report outlining the results of the consultation on arts and cultural opportunities in Bourne and the Deepings.

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# Live & Local Lincolnshire Monitoring

## South Kesteven District Council

Autumn Healthcheck Report

As at: 15/09/2024

Programme Year: 2024/2025

These quantitative reports represent the outcomes from local authority funds committed in the equivalent financial year to the above Programme Year. However they support activity during our Program Year period, crossing two financial years (June to May).

### Outputs Summary

#### The Performances and Shows

Unique Events	13	(Count: 13)
Unique Shows	13	
Priority Performances	7	(54%)
Diverse Performances	0	(0%)
BAME Performances	0	(0%)
International Performances	0	(0%)
Creative Case Performances	0	(0%)

#### The Communities & Promoters

Unique Groups	6
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### Promoter Groups List

Active Groups with Events Booked	Events
Heydour Parish Hall Cttee	2
Ropsley Village Hall Management Cttee	3
Swayfield Ministry of Fun	2
Braceborough & Wilsthorpe Village Hall Cttee	1
Greatford Village Hall Cttee	3
Barrowby Open Door	2
<hr/>	
Total Promoter Groups:	6
Total Events:	13 (Count: 13)

### Promoter Enquiries

Currently in recruitment process:	(Total: 2)
<u>Promoting Group</u>	<u>Prospect Level</u>
Grantham Music Club	Cool
Careby, Aunby & Holywell Village Hall Cttee	Warm

## Show Details

13/10/24	Heydour Parish Village Hall, Aisby	From The Albert Hall to The Music Hall	Music (Mixed Genre)	Adults/Older Children
09/11/24	Greatford Village Hall	Last Dance Saloon	Drama	Adults/Older Children
10/11/24	Barrowby Memorial Hall	Tim Kliphuis Trio	Music (Jazz)	Suitable for All
17/11/24	Ropsley Village Hall	WATSON The Final Problem	Drama	Adults/Older Children
09/01/25	Ropsley Village Hall	Martin Harley In Concert	Music (Blues/Roots)	Adults/Older Children
09/02/25	Heydour Parish Village Hall, Aisby	Flatworld in Concert	Music (World)	Adults/Older Children
14/02/25	Braceborough Village Hall	The Askew Sisters	Music (Folk)	Adults/Older Children
21/02/25	Swayfield Village Hall	Jack's Ashes	Drama	Adults/Family
08/03/25	Greatford Village Hall	Old Enough to Know Better	Music/Storytelling	Adults/Older Children
05/04/25	Swayfield Village Hall	AWOL	Comedy Theatre	Adults/Older Children
13/04/25	Ropsley Village Hall	Old Spot - Appalachian Fiddle and Banjo Duo	Music (Roots)	Adults/Older Children
26/04/25	Greatford Village Hall	An Evening with the 309s	Music (Mixed Genre)	Suitable for All
11/05/25	Barrowby Memorial Hall	Cri du Canard	Music (Folk)	Suitable for All
Total Events 13 (Count: 13)				

## Events by Audience & Show

Adults/Older Children		
AWOL	1	
Flatworld in Concert	1	
From The Albert Hall to The Music Hall	1	
Last Dance Saloon	1	
Martin Harley In Concert	1	
Old Enough to Know Better	1	
Old Spot - Appalachian Fiddle and Banjo	1	
The Askew Sisters	1	
WATSON The Final Problem	1	
Total this Group:	9	69%
Adults/Family		
Jack's Ashes	1	
Total this Group:	1	8%
Suitable for All		
An Evening with the 309s	1	
Cri du Canard	1	
Tim Kliphuis Trio	1	
Total this Group:	3	23%
Total Events for Year:	13	(Count: 13)

## Events by Artform & Show

Drama		
Jack's Ashes	1	
Last Dance Saloon	1	
WATSON The Final Problem	1	
Total this Group:	3	23%
Music (World)		
Flatworld in Concert	1	
Total this Group:	1	8%
Music (Folk)		
Cri du Canard	1	
The Askew Sisters	1	
Total this Group:	2	15%
Music (Mixed Genre)		
An Evening with the 309s	1	
From The Albert Hall to The Music Hall	1	
Total this Group:	2	15%
Comedy Theatre		
AWOL	1	
Total this Group:	1	8%
Music (Roots)		
Old Spot - Appalachian Fiddle and Banjo Duo	1	
Total this Group:	1	8%
Music (Jazz)		
Tim Kliphuis Trio	1	
Total this Group:	1	8%
Music (Blues/Roots)		
Martin Harley In Concert	1	
Total this Group:	1	8%
Music/Storytelling		
Old Enough to Know Better	1	
Total this Group:	1	8%
Total Events for Year:	13	(Count: 13)



# Priority Performances Summary

These are companies or shows that have a particular significance within the overall programme and that we have said to our main arts funders (Arts Council England) that we will support. Their subsidy is partly predicated on these shows featuring in the final performance programme. They are companies or shows that:

- Came through our DART programme including work that has been created in partnership with promoters and/or their audiences;
- Are our current artform priorities (currently dance, drama and live literature);
- Are our audience priorities (currently children and young people);
- Have featured at the NRTF New Directions showcase;
- Have an uncommon, exceptional or surprising content or presentational style.

Priority	7	54%	(Count: 13)
Non Priority	6	46%	
Total	13	100%	
International	0	0%	
Diverse	0	0%	
Drama	3	23%	
BME	0	0%	
Priority	7	54%	
Creative Case	0	0%	

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# ARTS AND CULTURAL OPPORTUNITIES CONSULTATION RESULTS AUGUST 2024



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

## Table of Contents

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## Purpose

1. The purpose of this report is to update the Assistant Director - Culture and Leisure, and the Arts and Cultural Services Manager with the results of the consultations that have been undertaken with arts practitioners and residents of Bourne and the Deepings.
2. The aims of the consultations were:
  - To gauge the arts and cultural offer currently available in Bourne and the Deepings from the public's perspective. This to include both existing institutions and grassroots initiatives
  - To allow residents to voice their preferences and aspirations about what they would like to see provided/available going forward
  - To document the arts and cultural offer currently available in Bourne and the Deepings from practitioners' perspectives
  - To identify and highlight where any gaps in provision may exist
  - To understand what practitioners may require to increase or expand their provision into these areas
  - To use the information gathered as part of this exercise to underpin and shape a project bid to the Arts Council. If successful in attracting funding, this to be used to encourage further opportunities
3. The scope of these consultations was focused on the areas of Bourne and Deepings. This is because the results of consultation exercises previously undertaken identified that these areas were not as well served in terms of arts and cultural provision as the other two main areas of population in the district – Grantham and Stamford.

## Objectives

4. The primary objective of the consultation was to:
  - Use the data gathered as part of the consultation to shape a bid to the Arts Council. Feedback from residents will illustrate what and how they would like arts and cultural activities to be provided in their areas, from an arts and cultural perspective. The feedback from practitioners will inform what is needed in the bid for them to establish themselves in those areas, or expand their offering

Secondary objectives were to:

- Communicate the Council's priorities – enabling arts and culture to thrive across South Kesteven
- Identify gaps and areas for improvement in the accessibility, diversity, and inclusivity of cultural activities
- Foster creativity, cohesion, and a sense of identity within the community
- Ensure that residents living in Bourne and the Deepings benefit from any additional funding which might be made available for arts-based activities or events

## Timescales

5. The timescales of the project were as follows:
- Consultation proposals prepared by 17 May 2024
  - Consultations commenced 5 June
  - Four weeks for participants to respond
  - Consultations closed 3 July 2024

## Stakeholders

6. The stakeholders were identified as follows:
- Residents of Bourne and Deepings
  - Arts and Cultural Practitioners
  - Councillors
  - Voluntary and Community Groups
  - The Arts Council

## Methodology

7. The table below identifies the method(s) used for each of the stakeholder types:

Stakeholders	Method(s)	Details
<b>PUBLIC SURVEY</b> Residents of Bourne Residents of the Deepings	Households on arts centres database with relevant postcodes contacted  Opportunity to participate in consultation promoted on social media channels	Households on arts centre database with PE10 postcodes emailed web link and QR code to public survey  Households on arts centre database with PE6 postcodes emailed web link and QR code to public survey  Survey promoted via Facebook and Twitter on Guildhall and Stamford Arts Centre's and SKDC's social media accounts  Bourne Corn Exchange, Bourne Community Access Point and Library, Deepings Community Centre and Deepings Community Library asked to share it on their social media channels

	Poster Business Card	Poster and business card included weblink and QR code to survey. Copies of poster and business cards were made available at the following venues:  Bourne Corn Exchange, Bourne Community Access Point and Library, Deepings Community Centre and Deepings Community Library
	Webpage	Included context of consultation and links to both public and practioners surveys
	Printed copies of survey	Printed copies made available at local venues including Bourne Corn Exchange, Bourne Community Access Point and Library, Deepings Community Centre and Deepings Community Library
	Press release	Press release included link and QR code to webpage. Webpage contained links to both surveys.
Councillors	District councillors informed about consultation	Councillors informed through the email to councillors from Cllr AB
Arts and Cultural Activity Groups	JP contacted the groups' leaders that hold workshops and sessions based in or around the areas of Bourne or the Deepings	Leaders of groups invited to complete the practitioner survey, as well as share the survey with group members
<b>PRACTITIONERS SURVEY</b> Arts and Cultural practioners	Practitioners contacted and asked to share the consultation across their networks  The consultation was promoted on the Guildhall Arts Centre, Grantham and Stamford Arts Centre social media channels	Practitioners on arts centre database were emailed the web link and QR code to the practitioners survey  Survey was shared on Facebook artistic network groups: -Lincs Creative's hub -Creative Network SK  Practitioners were asked to share in their networks

8. Surveys were prepared that were structured to reflect and inform these objectives. 230 local people responded to the survey for members of the public. 26 responses were received from arts practitioners.

9. The consultations ran for four weeks from 5 June 2024 to 3 July 2024.

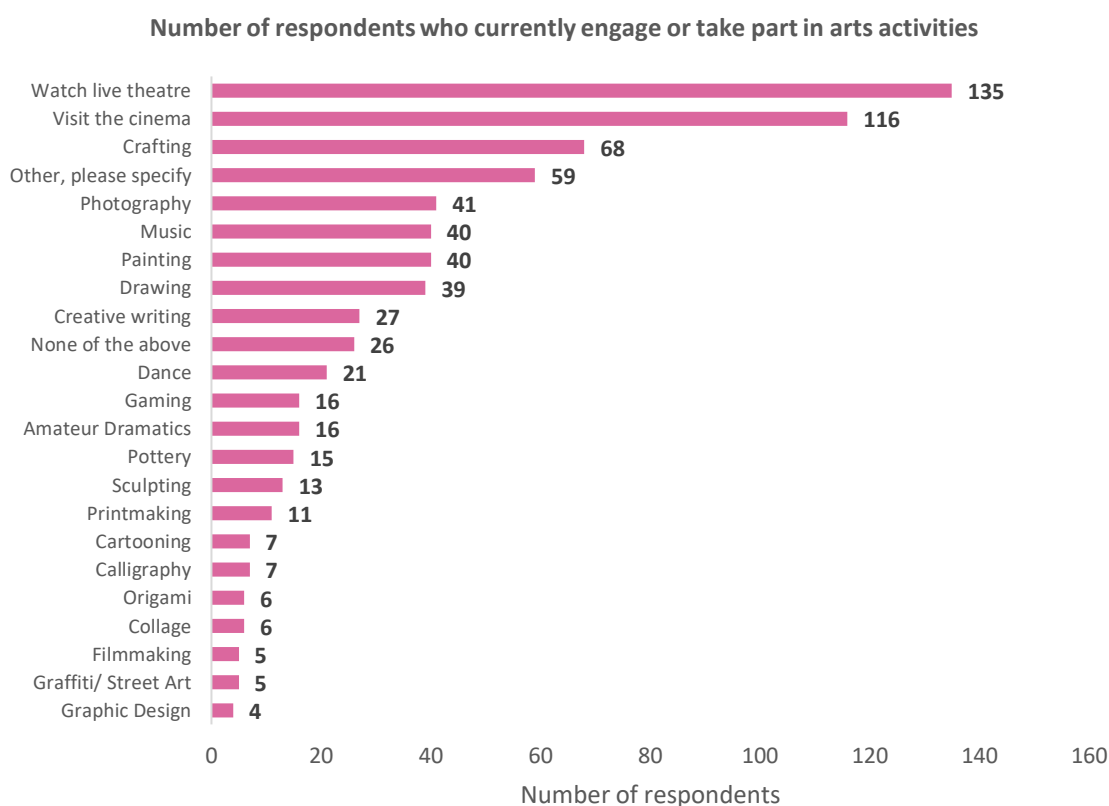
## Context

10. SKDC was keen to establish what arts activities and events the people of Bourne, and those living in the Deepings, like to take part /attend in their spare time – and what activities they would be interested in, if they were available. The opinions collected will help to shape a bid for funding from the Arts Council for two areas in South Kesteven. The bid, if successful, will help to establish and promote events and activities within these areas.
11. Members of the public were asked several questions including “Are there any barriers which prevent you from taking part?” and “Is there something you would really like to do but are currently unable to?” Practitioners were asked if there was anything the Council could do to encourage them to either extend their provision to include the areas of Bourne and the Deepings, or increase the number of arts activities they already provide in these areas.

## The results

### PUBLIC SURVEY

12. The first question asked respondents to identify the arts activities they currently take part in. The top three activities identified by 59.5%, 51.1% and 30% of respondents respectively were watching live theatre, visiting the cinema and crafting activities as illustrated below:

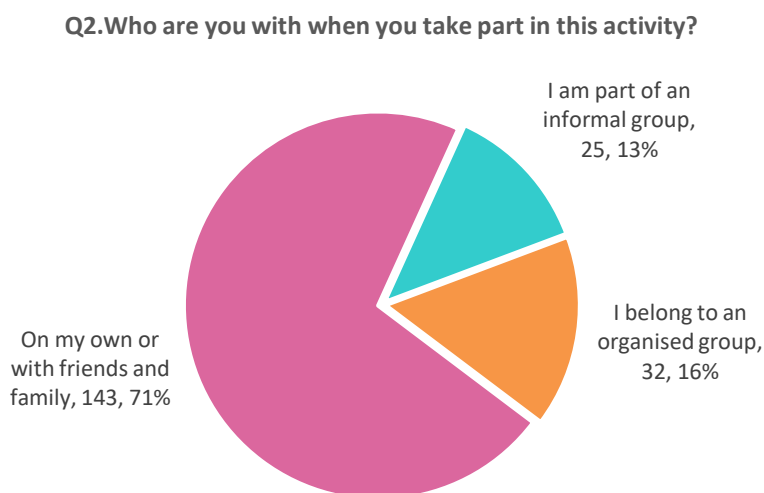


13. Around a quarter of respondents (59 or 26.0%) chose “other, please specify”. Most of these were from respondents who enjoyed reading and participating in various other activities provided at Deepings

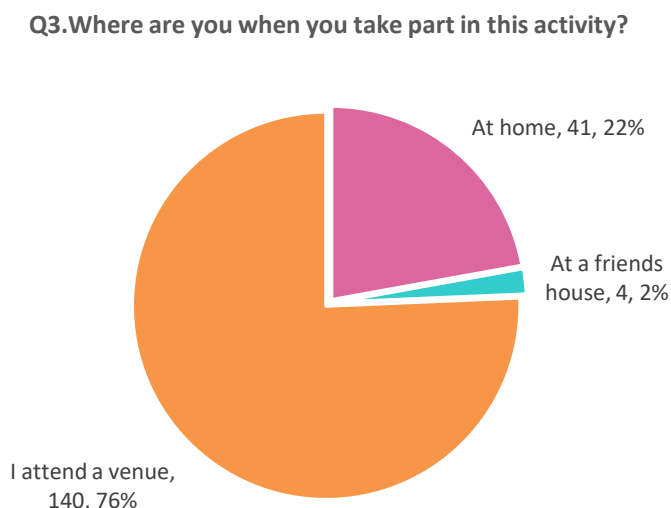


Community Library. Other arts and culturally based activities mentioned by respondents included listening to live music, embroidery and flower arranging.

14. When asked who they were with when participating in this activity, seven out of ten (143 or 71.5%) were either on their own or with friends and family, as shown here:



15. Three quarters (140 or 75.7%) of those responding said that they attend a venue to participate in arts and cultural activities, as illustrated here:

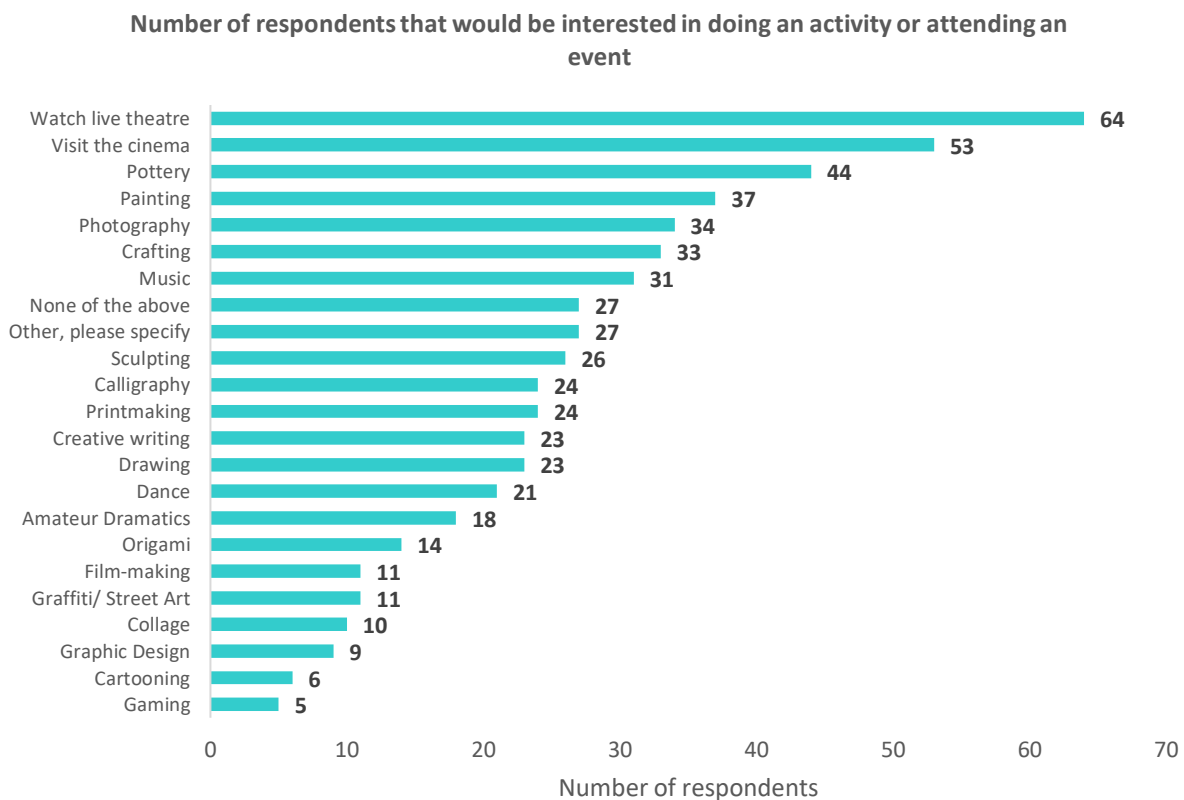


16. When asked to state where these venues were located, the answers given ranged from local village halls, libraries and community centres in Thurlby, Bourne and Market Deeping, to open air venues – Toilethorpe – and cinemas and theatres in Stamford, Peterborough, Spalding, Nottingham and London.

17. More than seven out of ten respondents participate in arts activities regularly. One in ten respondents (20 or 10.8%) said that they take part daily, 64 respondents (34.4%) stated that they attend events weekly and 49 respondents (26.3%) participated monthly as shown on the bar chart here:



18. Respondents were then asked “What other activities or events would you be interested in doing or attending, that you don't currently do, or are unable to attend? Watching live theatre, visiting the cinema, pottery, painting and photography were the activities mentioned most frequently by respondents, as illustrated below:



19. The percentages of respondents choosing each of these activities ranged from 2.7% who would like to be able to participate in gaming activities, to 34.8% who would like to watch live theatre.

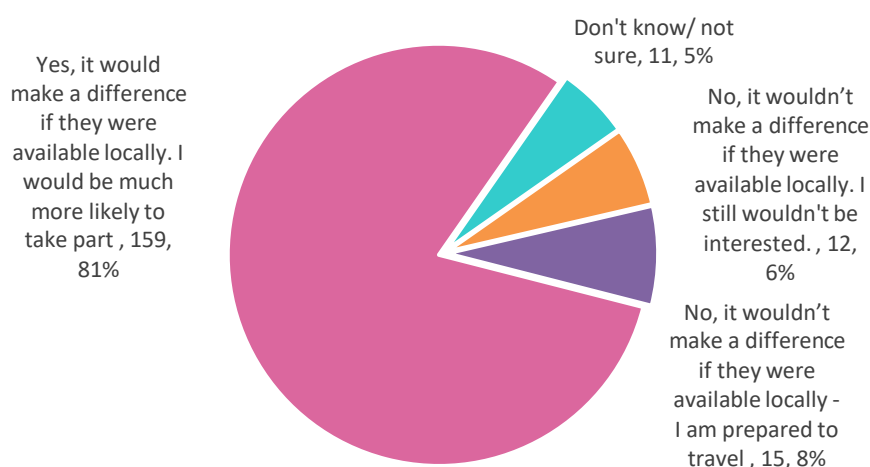
20. Various other activities were mentioned by respondents. These included jewellery making, smithing and sewing/ weaving/ upholstery classes. Several respondents were keen to promote activities at Deepings Community Library as illustrated in the quotes below:

**“Activities at our library”**

**“Any activities that the library has the funds to organise!”**

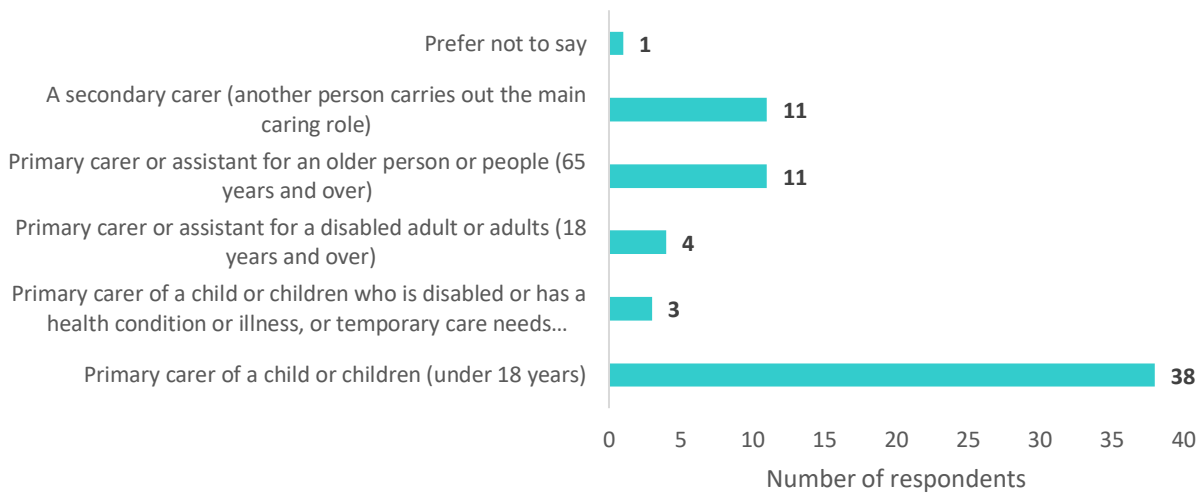
21. When asked if they would be interested in taking part in more of the types of activities listed above, if they were available locally, eight out of ten respondents (159 or 80.7%) said that they would. A small number (15 or 7.6%) said that it wouldn't make any difference, they would be prepared to travel.

**Q7. Would you be interested in taking part in more of the activities listed above, if they were available locally?**



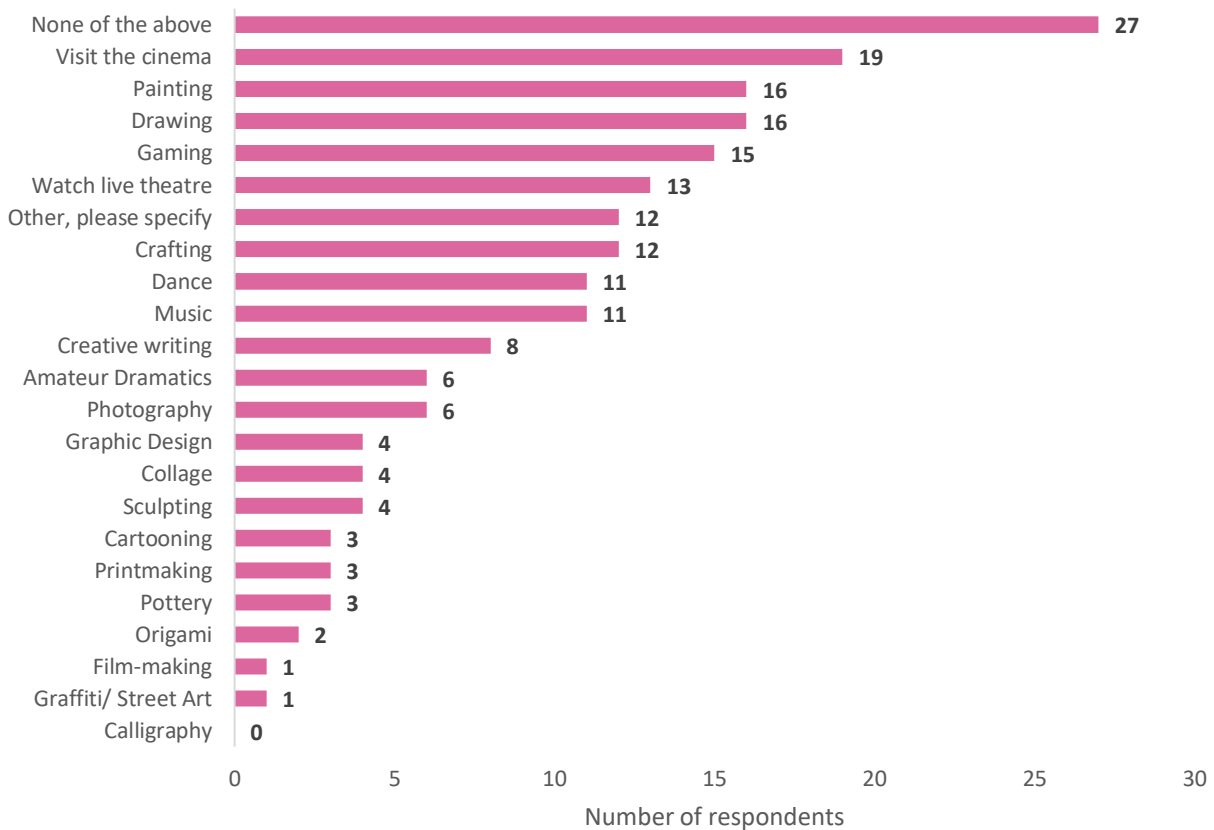
22. The next section of the survey was focused on those with caring responsibilities – what activities they currently take part in, what they would like to do, and if they would be more likely to take part if activities were available locally. Respondents without caring responsibilities were asked to go straight to question 16. Around a third of those responding (63 or 32.3%) said that they had caring responsibilities for a child or children or an adult. The number of respondents with primary or secondary caring responsibilities for a child or children or an adult is illustrated in the graph overleaf:

### Number of respondents who have caring responsibilities for children or adults



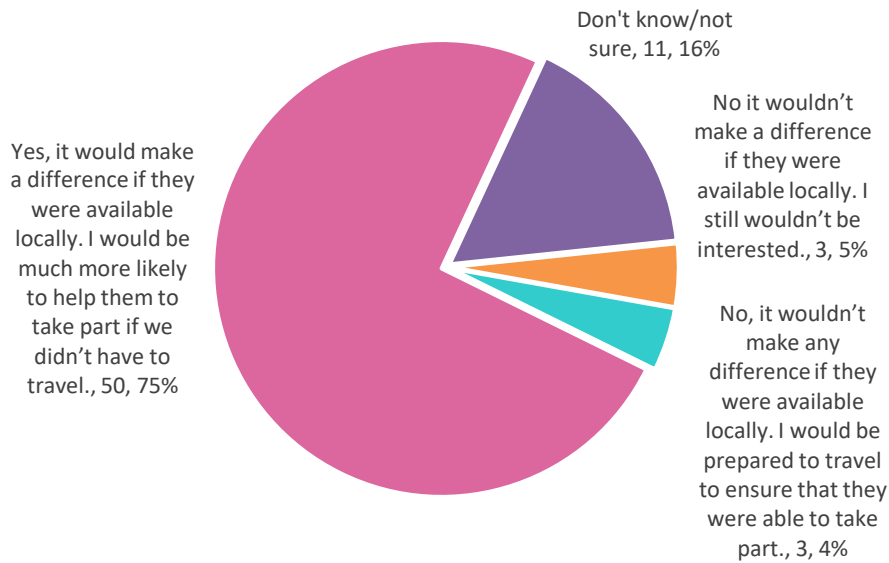
23. Question 10 on the survey asked respondents if the person they care for currently engages or takes part in any of the arts activities listed below. The most popular activities were visiting the cinema, drawing, painting and gaming. The numbers of people participating in each of the activities listed was quite low however, as shown below:

### Number of respondents whose dependents or those they care for currently engage or take part in arts activities



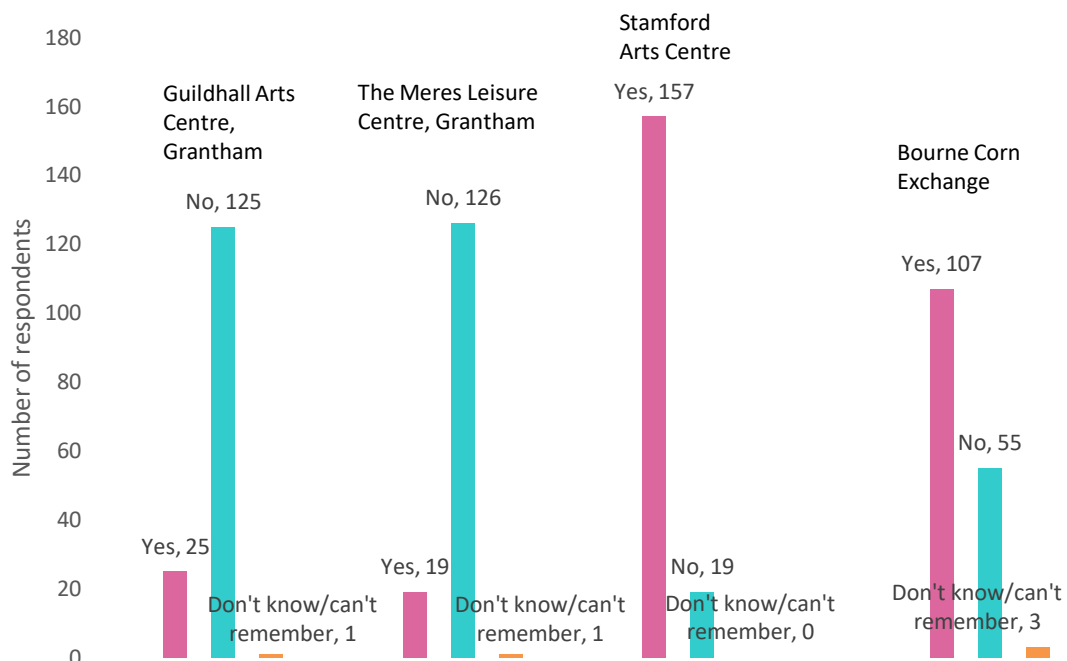
24. A third of those responding (27 or 37.5%) said that the person they cared for didn't participate in any of the activities listed. When asked to describe any other activities they liked to take part in, activities mentioned included reading, going to the library, playing sports and U3A.
25. Three fifths of respondents (25 or 59.5%) were, according to those who care for them, on their own or with friends and family when attending an event or participating in an activity. Eight respondents (19%) said that they were part of an organised group. The most popular locations for the activities were a venue – chosen by 18 or 40.9% of consultees or home – chosen by 14 or 31.8% of those responding on behalf of those they care for.
26. When asked to specify where these activities took place, various venues were mentioned. They included:
- Activity in Market Deeping
  - Deepings Community Centre
  - Deepings Community Library
  - Bourne to dance
27. The fourteenth question on the survey asked those responding on behalf of those they care for if they would like to take part in any of the following arts activities if they were available locally. The most popular activities were watching live theatre and visiting the cinema, each chosen by 27 (42.9%) respondents. Drawing, painting and pottery were also popular, chosen on behalf of those being cared for by 20 (31.8%), 19 (30.2%) and 19 (30.2%) respondents respectively.
28. If activities were available locally, three quarters of those with caring responsibilities said that they would be much more likely to help them take part if they didn't have to travel. This is illustrated on the pie chart overleaf:

**Q15. Would you be more interested in helping them to take part in more of the activities listed above, if they were available locally?**



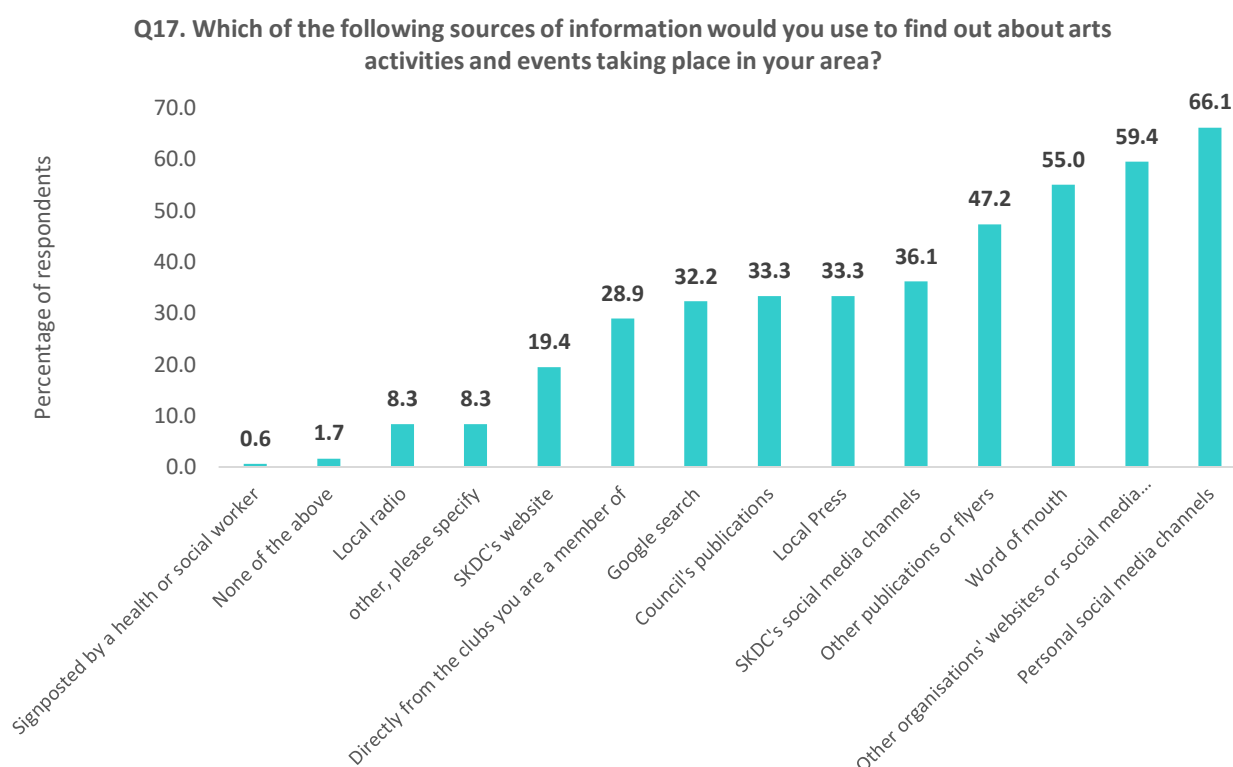
29. Respondents were then asked if they had ever visited one of SKDC's venues to watch a performance or take part in an arts activity. The difference in the number of respondents visiting the venues in the north of the district – the Meres Leisure Centre and the Guildhall Arts Centre in Grantham and those in the south of the district - Stamford Arts Centre and Bourne Corn Exchange- is immediately apparent.

**Q16. Have you ever visited any of the following venues to watch a performance or take part in an arts activity?**



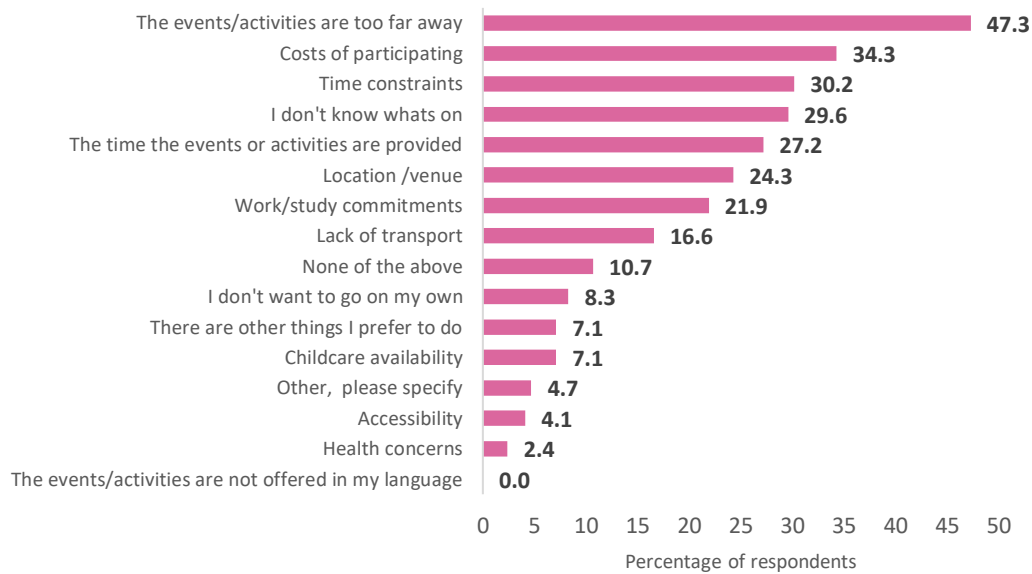
30. The Guildhall Arts Centre in Grantham had been visited by 25 respondents -16.6% of the sample. Stamford Arts Centre had been visited by 157 respondents - 89.2% of the sample.

31. The seventeenth question on the survey asked respondents which sources of information they used to find out about arts activities and cultural events taking place in South Kesteven. The importance of social media as a source of information is illustrated below, with two thirds of respondents (119 or 66.1%) stating that they use their personal accounts to find out about arts activities and events. Over half (107 or 59.4%) use other organisations' websites and social media channels as a source of information, as illustrated below:



32. To understand what the main barriers to participating in arts and cultural events and activities were, respondents were asked to choose all that applied. The most popular choices were “the events and activities are too far away” – chosen by 80 (47.3%) respondents and “the costs of participating” – chosen by 58 (34.3%) of respondents. Time constraints and awareness about what is being provided were also chosen by 51 (30.2%) and 50 (29.6%) respondents respectively as shown in the bar chart overleaf:

### Q18. What prevents you from taking part?



33. When asked if there was one improvement they could make to arts and cultural provision in their local area, one of the main themes identified by respondents was the lack of suitable venues for both Bourne and the Deepings, as illustrated here:

**“There is no venue in the Deepings for films, ballet or plays”**

Respondents also wanted to see more activities available locally, as shown in the quotes below:

**“I would love to see activities on weekday evenings in Bourne.”**

**“More local activities, everything seems to be too far away from The Deepings.”**

34. The Community Library in the Deepings was also mentioned by respondents. A venue where events currently take place but also a community hub where more events could be staged if funding was made available. This is illustrated in the quotes below:

**“More events at the local library in Deeping”**

**“Funding for library in the Deepings”**

35. The twentieth question on the survey asked respondents if they had any questions or wanted to comment on anything included in the survey. The prevalence of responses received from respondents in the Deepings – particularly from those using the library - is immediately apparent. Comments were received about Deepings Community Library not being included as a facility – as illustrated in the quote below:



**“Disappointing that the library isn’t mentioned when it is free and used so much”**

36. A couple of respondents thought the survey was very focused on Stamford and Grantham, and not on the Deepings.

**“Very Grantham and Stamford focussed don’t forget Deeping!!”**

**“The Deepings has not been mentioned in this survey and arts and culture provision for this area needs to be discussed.”**

37. It is unfortunate that this was perceived to be the case. Respondents would have liked Deepings Community Library to have been included as illustrated below:

**“You have not mentioned Libraries as either a centre or a provision.”**

38. Others mentioned the lack of activities and events available at Bourne Corn Exchange.

**“More events needed outside of Grantham. The few events at Bourne are mainly music/cover bands. Would like to see cinema screenings and theatre available at Bourne Corn Exchange.”**

## Stakeholder Information (Public)

39. To check that the views of those living in Bourne and the Deepings have been captured, respondents were asked if they were a local resident, a parish, district or county councillor or representing an organisation. Most responses were received from people living in either Bourne or the Deepings, as shown in the table below:

	Number	% <sup>1</sup>
A resident of Bourne	59	33.7
A resident of the Deepings	90	51.4
A parish, town, district or county councillor	10	5.7
Representing a group or other organisation	3	1.7
Other, please specify	32	18.3

40. An analysis of the responses received under the other, please specify category revealed responses were also received from those living in various villages near each of these locations including Langtoft, Baston and Thurlby. A response was also received from Bourne Arts and Community Trust.

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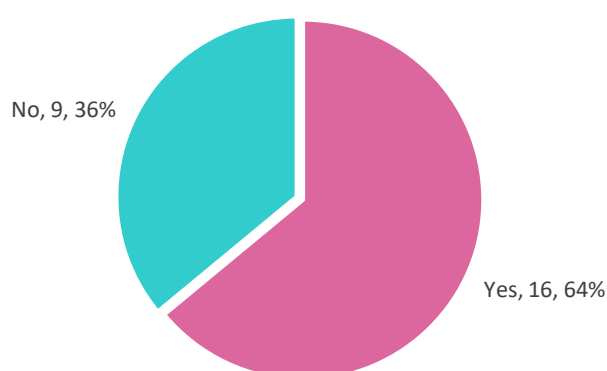
<sup>1</sup> Respondents could choose more than one option. Total number of respondents 175

41. When asked if they had any specific requirements which could affect their ability to attend an event, 14 respondents (8.2%) said that they did. Conditions mentioned included deafness/hard of hearing, mobility issues and long-term health conditions.
42. English was the first language for all respondents. All but two responses were from members of the public who described their ethnicity as white British.
43. Most responses were received from those living in either Bourne, the Deepings or one of the surrounding villages. Responses were received from those living in the postcode areas NG34, PE6 and PE10. Responses were also received from PE9, PE11 and PE12.

## PRACTITIONERS SURVEY

44. Arts practitioners were asked to describe what they do, or what their creative skill is. Roles represented included artists, dance teachers, directors and illustrators.
45. Just under two thirds of practitioners (16 or 64%) said that they were earning a living from their creative skills. This is illustrated in the pie chart below:

**Q2. Are you currently earning a living from your creative skills , expertise, experience or knowledge?**



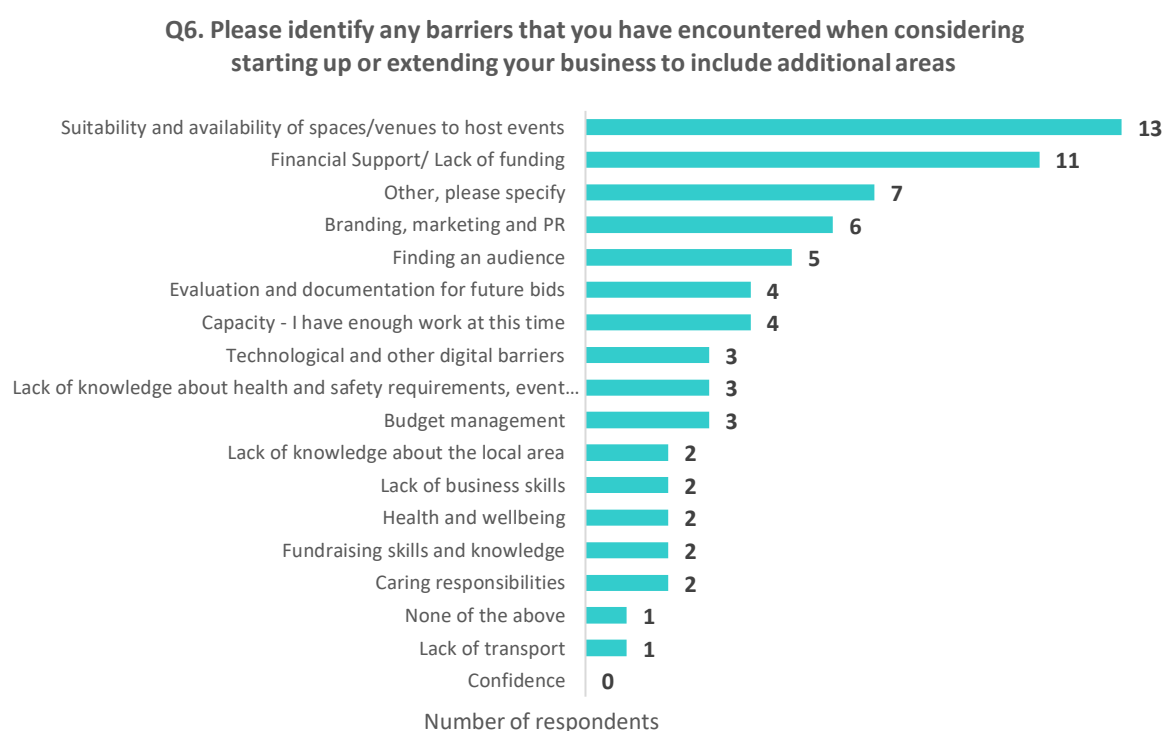
46. Three quarters of practitioners (20 or 76.9%) said that what they did was not aimed at a specific age group or community. Six practitioners (23.1%) provided arts activities for babies and toddlers, school age children or those aged 50 or over.

47. When asked if what they do is mainly provided from one location e.g. from home, or from various venues/locations, a variety of responses were received. Some practitioners work from home or from a studio or gallery, others hire venues or go into schools.

48. The sixth question on the survey asked practitioners to identify any barriers that they have encountered when considering starting up or extending their business to include additional areas. The top three reasons were:

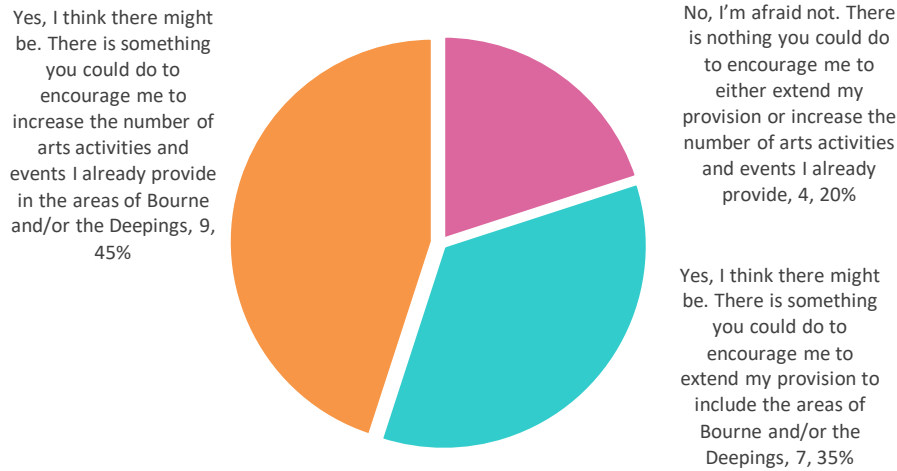
- Suitability and availability of spaces/venues to host events
- Lack of funding and financial support
- Other, please specify

49. Topics mentioned under “Other, please specify” included access to available funding, affordability of venues, organisations being unable to meet the costs of providing workshops. The reasons chosen by each of the practitioners is illustrated on the graph below:



50. Arts practitioners were asked if there was anything the Council could do, to encourage them to either extend their provision to include the areas of Bourne and/or the Deepings, or increase the number of arts activities and events they already provide in these areas. 16 respondents (80%) of those who responded to this question thought that there might be – either by encouraging them to extend their provision to include the areas of Bourne and/or the Deepings, or by encouraging them to increase the number of arts activities and events they already provide in these areas. This is shown on the chart overleaf:

**Q7. Is there anything SKDC could do, to encourage you to either extend your provision to include the areas of Bourne and/or the Deepings , or increase the number of arts activities and events you already provide in these areas?**



51. Question eight on the survey then asked practitioners to outline what SKDC could do to encourage them to either provide arts activities and events in Bourne and/or the Deepings, or increase the number of arts activities and events already provided. Suggestions were predominantly centred around the provision of spaces/venues suitable for those promoting artistic and creative activities, access to funding and setting up a user group for arts practitioners. These are illustrated in the quotes below:

**“Provide a suitable venue for extending my practice.”**

**“Provide funding for us to be able to visit more schools and care homes.”**

**“.... consider setting up an Art Practitioner User group to raise awareness of both the value of the Arts for the Community and needs of Artists...”**

52. Arts practitioners were then asked if they could make one improvement to the provision of arts and cultural provision in Bourne or the Deepings, what would it be. A space dedicated to either create, exhibit or run classes or workshops was the most common request – as shown below:

**“Have a particular area in Bourne or the Deeping that was dedicated to art, exhibitions and workshops.”**

**“Showcase people’s talents in the area and provide platforms to do so.”**

**“There is a huge lack of affordable art studio space for artists”**

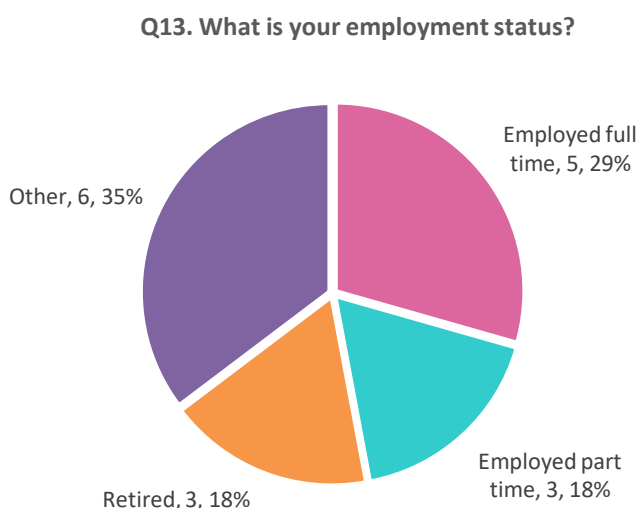
53. When asked if they had any questions or would like to comment on anything included in the survey, one practitioner welcomed the initiative. Another hoped that there would be an improvement in the amount of participation and real encouragement.

## Stakeholder Information (Practitioners)

54. Practitioners were invited to tell us a little bit about themselves. Nine tenths of arts practitioners (17 or 89.5%) are either self-employed or work on a freelance basis. A third (6 or 31.6%) work for an organisation. One response was received from Bourne Festival Footlights and one from a member of the management committee at Deepings Community Library.

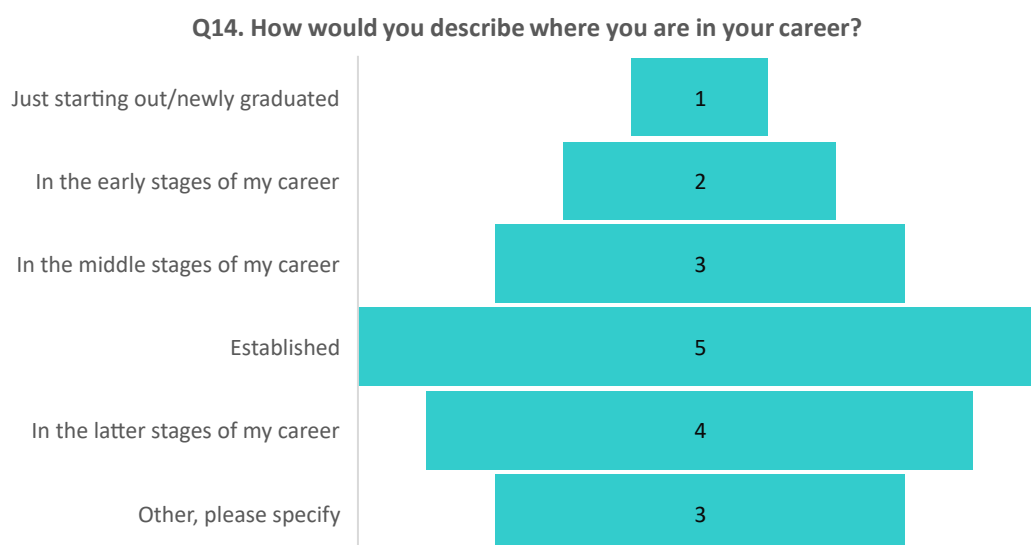
55. Responses were received from practitioners aged 25 and over. Half of the practitioners that responded were aged between 55 and 64.

56. When asked about their employment status, practitioners were either in full time or part time work or retired. No responses were received for the categories entitled “currently seeking employment” or “currently not in paid work.” This is illustrated in the pie chart below:



57. Those choosing to answer “other, please specify” described themselves as self-employed or freelance.

58. Most practitioners chose to describe themselves as established or in the latter stages of their career, when asked to identify where they were in their career lifecycle, as illustrated in the tree diagram overleaf:



59. Three arts practitioners said that they had a physical or mental health condition or illness lasting or expected to last 12 months or more which reduced their ability to carry out day to day activities.

60. Over three quarters of arts practitioners (15 or 78.9%) said that they were interested in helping to shape the bid the Council is looking to submit to the Arts Council for extra funding later this year, and submitted their contact details. They will be contacted by the Arts and Cultural Services Manager in due course.

## Conclusion

61. The importance of providing arts activities and cultural events close to where people live should not be under-estimated. Perhaps not surprisingly, where people live correlates to the venues they visit. When asked about which of the venues they had visited, respondents were much more likely to have visited one of the Council's venues in the south of the district, than the north. The Guildhall Arts Centre in Grantham had been visited by 25 respondents -16.6% of the sample. Stamford Arts Centre had been visited by 157 respondents - 89.2% of the sample.

62. This is also the case when people were asked if they would be interested in taking part in more of the arts activities and cultural events listed, if they were available locally. The majority - eight out of ten respondents (159 or 80.7%) - said that they would.

63. A significant proportion of responses to the public survey were received from people from the Deepings and surrounding area – most notably from those who use the community library. Stressing the importance of reading as a cultural activity and the library as a venue where events could be

provided, respondents using this facility were keen to promote the library as a community facility and one where arts activities and events could be hosted, if funding was available. Whilst the scope of this consultation focused on council run venues, those representing the library wanted SKDC to know that they were open to a discussion, as illustrated here:

**“I am a committee member of Deepings community Library. We are a very active voluntary organisation and would dearly love to be involved in raising the profile of arts in the Deepings.”**

64. Arts practitioners were, in the main, receptive to the idea of either extending their provision to include the areas of Bourne and the Deepings, or increasing the amount of provision in these areas. This is important as it illustrates a willingness by practitioners to improve provision in these areas – which if the application for arts council funding is successful -will enable an increase in provision.
65. The cost and availability of venues in Bourne and the Deepings remains a constraint, however. This was highlighted by arts practitioners as being one of the main barriers to provision for them, along with funding and financial support. This will be a factor which will have to be addressed as part of any proposals to improve provision in these locations going forward, if the bid for funding from the Arts Council is successful, as it was mentioned by both practitioners and members of the public that participated in this consultation.

Prepared by Deb Wyles  
Communication and consultation  
7 August 2024

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SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL



## Culture & Leisure Overview & Scrutiny Committee

Thursday, 28 November 2024

Report of Councillor Philip Knowles,  
Cabinet Member for Corporate  
Governance and Licensing

## Corporate Plan 2024-27: Key Performance Indicators Report - Mid-Year (Q2) 2024/25

### Report Author

Charles James, Policy Officer

 Charles.James@southkesteven.gov.uk

### Purpose of Report

To present the Council's performance against the Corporate Plan 2024-27 Key Performance Indicators (KPIs) for quarter 2 2024/25.

### Recommendations

#### That the Committee:

1. Reviews and scrutinises the performance against the Corporate Plan Key Performance Indicators in relation to the delivery of the Corporate Plan 2024-27.

### Decision Information

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

## 1. Implications

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

### ***Finance and Procurement***

- 1.1 There are no financial implications arising directly from this report, which is for noting.

Completed by: Paul Sutton Interim Head of Finance (Deputy s151)

### ***Legal and Governance***

- 1.2 Regular monitoring of service area performance by the relevant Committee of the Council is to be welcomed and represents good governance. This report is for noting and there are no significant legal or governance implications arising from the report.

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

## 2. Background to the Report

- 2.1 The Corporate Plan 2024-2027 was adopted by Council on 25 January 2024. It was proposed actions, key performance indicators (KPIs) and targets would be developed by the relevant overview & scrutiny committees, which would retain oversight of the performance management arrangements at a strategic level.
- 2.2 The actions within the remit of this Committee with accompanying measures were presented to and agreed by the Committee on 26 March 2024.

### **3. Key Considerations**

- 3.1 This report is the first of the new reporting cycle, and covers the period July to September 2024 (Quarter 2 2024/25).
- 3.2 Appendix A presents the overall performance against the eight actions being presented in this session. Commentary by the responsible officer is provided for each action. Performance is summarised using a RAG system as follows:
- 3.3 Eight of the actions are rated Green overall. These are actions which are on or above target as planned.
- 3.4 Zero actions are rated as Amber, these are those off target by less than 10% or where milestone achievement is delayed but with resolution in place to be achieved within a reasonable timeframe.
- 3.5 Zero actions are rated as Red. These are actions that are significantly below target.
- 3.6 The KPIs have been developed in close consultation with the relevant Officers for each service. It is expected that the KPI suite will experience a degree of evolution over the next four years. This improvement will be prompted by the needs of decision makers and the Committees, and further consideration of how to best meet those needs by Officers.

### **4. Other Options Considered**

- 4.1 As Council has agreed the Committees will lead monitoring performance, there are no viable alternatives. An absence of performance arrangements would mean the delivery of the Corporate Plan is unmonitored and prevent continuous improvement. A purely internal KPI suite would prevent effective and transparent scrutiny and accountability.

### **5. Reasons for the Recommendations**

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

### **6. Appendices**

- 5.2 Appendix A – Corporate Plan 2024-27 KPI Report: Culture & Leisure Overview & Scrutiny Committee Mid-Year (Q2) 2024/25

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<b>Corporate Plan 2024-27: KPI Summary Report Q2 2024/25 – Culture &amp; Leisure Overview &amp; Scrutiny Committee</b>							
<b>Index</b>	<b>Priority</b>	<b>Action</b>	<b>Owner</b>	<b>Target/s</b>	<b>Q2 Value</b>	<b>Q2 Status</b>	<b>Manager Commentary</b>
COM2	Connecting Communities	Deliver the Sport and Physical Activity Strategy and accompanying action plan.	Assistant Director (Leisure, Culture and Place)	Deliver 100% of the Sport and Physical Strategy action plan actions.	See Commentary	On Target	The Culture & Leisure Overview & Scrutiny Committee received a progress and update report on the action plan at the meeting held in September 2024 which demonstrated that good progress has been made. Council Officers continue to deliver, plan and promote future events to encourage and promote active lifestyles. Council Officers are also working closely with colleagues responsible for the UKSPF programme to identify funding sources to support and maximise the sport and physical activity and the Strategy objectives. Strong working relationships continue to be built with partners and stakeholders. Collaboration is taking place with neighbouring districts to ensure collaboration and knowledge/idea sharing.
COM3	Connecting Communities	Deliver the Cultural Strategy and accompanying action plan	Assistant Director (Leisure, Culture and Place)	Deliver 100% of the Cultural Strategy action plan actions completed.	See Commentary	On Target	Good progress continues to be made in delivering the Council's Cultural Strategy. The process has begun with the support of a grant writer to develop a bid to the Arts Council for monies to further arts provision in the south of the district. Successful UKSPF bids have enabled more events and outreach opportunities across the district. The Pay it Forward scheme has provided arts and cultural experiences for Deepings Care home residents to engage in among other activities. The scheme offers a range of free activities to residents who would otherwise be unable to access cultural events and activity.

Index	Priority	Action	Owner	Target/s	Q2 Value	Q2 Status	Manager Commentary
COM4	Connecting Communities	Invest in a sustainable leisure and cultural offer.	Assistant Director (Leisure, Culture and Place) / Leisure, Parks and Open Spaces Team Leader	Amount of Council subsidy required by Leisure Service	£450k	On Target	LeisureSK Ltd have continued to review their finances and cashflow and no additional payments of the annual management fee have been required during Q2. Cashflow is looking much healthier for the remainder of the financial year. The company is benefitting from a reduction in utility costs which in turn reduces the amount of irrecoverable VAT. A new contract arrangement has been agreed by Cabinet for the future provision of the Council's leisure services with an agency agreement model being introduced from FY25/26 and work is in progress to ensure this is in place from April 2025.
				Amount of Council subsidy required by Arts Service.	Current subsidy: Grantham (GAC) (£28,000) Stamford (SAC): (£32,000) Bourne Corn Ex: £14,000	On Target	This is the Council's first full year without any level of Arts Council England funding so income and expenditure is being carefully monitored. Footfall and tickets sales are extremely positive when compared to last year, with the coffee shop in Grantham seeing an increase in custom as well. Community events and room hire at Bourne continue to be very popular with the diary being mostly full. £58,000 has been secured for external events and arts via the UKSPF. The SAC film programme has a 32% increase in ticket sales compared to the same period in 2023 and a 27% increase for live performances. GAC live performances have seen a 100% increase in ticket sales on Q2 2023.

Index	Priority	Action	Owner	Target/s	Q2 Value	Q2 Status	Manager Commentary
COM4 (continued)	Connecting Communities	Invest in a sustainable leisure and cultural offer.	Assistant Director (Leisure, Culture and Place) / Leisure, Parks and Open Spaces Team Leader	Attendance at Leisure Centres (presented for each centre)	<p><b>Grantham:</b> Total of 112,100 (3.79% increase on Q1, and 4% increase for the same period 2023/24)</p> <p><b>Bourne:</b> Total of 59,965 (-21.29% decrease on Q1, and -3.73% decrease for the same period in 2023/24)</p> <p><b>Stamford:</b> Total of 35,825 (0.55% increase on Q1 and 13% increase for the same period in 2023/24)</p>	On Target	<p>Overall attendance across all three leisure centres was 207,890. This is 3.07% up on Q1, but -5.42% down on Q2 2023/24.</p> <p>Attendance at Bourne LC reduced during Q2 compared to the previous year. However this was as a result of partial closures during their peak period in August for the roof skylight repairs to be undertaken. In turn resulted in an uplift in attendance at Stamford.</p>
				*Total social value attributable to each leisure centre	See commentary	On Target	Total Social Value generated over the last 12 months for each centre is as follows: Grantham £1,489,919 Bourne £1,177,535 Stamford £611,592

Index	Priority	Action	Owner	Target/s	Q2 Value	Q2 Status	Manager Commentary
COM5	Connecting Communities	Ensure that our leisure facilities and arts venues are sustainable and meet future needs.	Assistant Director (Leisure, Culture and Place) / Leisure, Parks and Open Spaces Team Leader	*Number of rectifications issued for: cleanliness and maintenance (six monthly) (presented for each centre) (For information)	<b>Bourne:</b> 150 cleanliness/99 maintenance  <b>Stamford:</b> 91 cleanliness/40 maintenance  <b>Grantham Meres:</b> 84 cleanliness/62 maintenance  <b>Grantham Stadium:</b> 130 cleanliness/80 maintenance	N/A	All centres have undertaken Quest Entry and achieved a 'Good' banding following which an action plan has been developed for each centre to ensure continuous improvement. Minimal complaints are being received by the Council in relation to the leisure service. Rectifications continue to be undertaken to ensure a high level of customer experience and standards of cleanliness, ensuring any maintenance items are picked up. Overdue and outstanding maintenance items by LeisureSK Ltd are now monitored and reported to the company Board of Directors each month with improvements being noted each month.
				Quest Plus accreditation (external sector quality assessment for each centre)	All 3 centres achieved Quest entry level and were rated as 'Good'.	On Target	
				Public satisfaction score for leisure centres broken down by overall satisfaction, Net Promotor Score (NPS), in centre activity, Cleanliness (presented for each centre)	See Commentary	N/A	The NPS Survey commenced in September 2024. Results will be reported in future quarters.



Index	Priority	Action	Owner	Target/s	Q2 Value	Q2 Status	Manager Commentary
COM6	Connecting Communities	Enable and support a flourishing and vibrant artistic and cultural scene	Assistant Director (Leisure, Culture and Place) / Arts and Cultural Services Manager	Attendance numbers at venues (presented by venue and by whether the attendee is a resident of SKDC)	Grantham 18,734 tickets sold YTD (annual target 28,000)  Stamford 19,599 tickets sold YTD (8,353 performances, 11,246 film) (annual target 37,000)	On Target	Sales are on target at both the Grantham and Stamford arts centres. 84% of Grantham customers are from South Kesteven. 67% for Stamford arts centre overall (81% for film showings).
				Take up of Rural Touring programme across the district.	See Commentary	On Target	The Rural Touring programme is delivered by Live and Local. A review of Live and Local has been undertaken, with many venues in SK asking for multiple shows. At this stage we are unable to increase the amount of funding available and are promoting more shows in the Bourne/Deepings area. Discounts are being offered for bulk bookings of room hire for youth drama classes. Time has been allocated in the theatre for a local up and coming company. The gallery at Stamford was utilised free of charge in return for art workshops which were chargeable. The current arrangements have worked well and brought in new audiences.
				Utilise outreach budget so organise one activity/event with SKDC in the financial year.	See Commentary	On Target	The outreach budget has now been allocated to the Whale project to support with infrastructure costs. The Whale is a 3-day interactive event, the majority of funding is being provided by UK SPF. This will take place in all four towns with the £4k outreach budget going towards infrastructure costs
				Bourne Corn Exchange Events sold through SKDC box office.	See Commentary	On Target	The new Bourne Corn Exchange website has been launched. 9 events have been put on sale on sold using the Spektrix system with 720 tickets being sold.

Index	Priority	Action	Owner	Target/s	Q2 Value	Q2 Status	Manager Commentary
COM10	Connecting Communities	Maintain and enhance our green areas across the District.	Assistant Director (Leisure, Culture and Place)/ Leisure, Parks and Open Spaces Team Leader	*Public satisfaction score from annual surveys for: Wyndham Park, Queen Elizabeth and Dysart Park	See Commentary	On Target	<p>The next parks surveys are due to be commissioned in Q3 and Q4. All three Grantham parks have retained their Green Flag status and Wyndham Park has retained is Green Heritage accreditation also. Work is underway to review the feedback from the Green Flag visits and update the management plan action plans.</p> <p>The summer period saw a range of activities in the visitor centre and the return of the model boats on the lake by the Grantham Model Boat Club.</p>
ECON10	Enabling Economic Opportunity	Continue to promote and develop South Kesteven as an attractive visitor destination, focusing on our cultural and heritage strengths	Head of Economic Development	Adoption of a tourism strategic framework	Research Stage	On Target	First steps have been taken toward the creation of the Visitor Economy Strategy. A timeline for the project and research is expected to be completed by December 2024. An initial Draft will be completed in Spring 2025. Business and consumer surveys were launched at the November Tourism Networking Event. Subsequent stakeholder engagement sessions will be held throughout the winter to conclude the Research Stage. A final strategy will be produced in the summer of 2025.
				3% increase in annual visitor numbers (2022 Baseline: 3.974 Visitor Days & 3.15M Visitors)	Visitor Days – 4.1 million – up 3.35%  Visitor numbers 3.34 million – up 6.2%	On Target	STEAM Data provides annual visitor data for the previous calendar year. Comparing 2023 to 2022, growth in visitor numbers and economic impact were achieved. Overall the visitor economy and numbers have recovered but are yet to exceed pre-pandemic (2019) levels. The sector is 99.61% of its pre-pandemic size. This is significantly better than the visitor economy for Greater Lincolnshire as a whole, which is 92.12% of its pre-pandemic size.
				3% in economic impact 2022 Baseline: £247.43M (2019 prices)	Economic Impact - £250.18 million – up 1.11%	Below Target	Limited growth in economic impact may be due to high inflation rates and a national trend of decreased demand in non-serviced accommodation.

Index	Priority	Action	Owner	Target/s	Q2 Value	Q2 Status	Manager Commentary
ENVIRO4	Sustainable South Kesteven	Improve the energy efficiency of the leisure estate and review further renewable energy opportunities.	Leisure, Parks and Open Spaces Team Leader	Delivery of Projects	See Commentary	On Target	Work has continued to progress the 2 major energy efficiency projects at Grantham Meres with contracts awarded for both projects. Contract awarded to Leisure Energy through the UK Leisure Framework managed by Alliance Leisure for the Public Sector Decarbonisation Scheme (PSDS) project. The PSDS project to remove the gas heating boilers and replace with Air Source Heat Pumps is currently in the design phase with this expected to be completed during early Q4. Contract awarded to Leisure Energy for the Solar PV project at Grantham Meres with construction works due to commence in Q3 subject to planning approval. Gas boiler replacement completed at SK Stadium East Stand in September which will bring improved efficiencies to the heating system.

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Culture and Leisure Overview and Scrutiny Committee 2024/25

WORK PROGRAMME

REPORT TITLE	OFFICER	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/ PRIORITY
28 November 2024				
Cultural Strategy Update (to include wider Arts update)	Lead Officer: Jade Porter (Arts and Cultural Services Manager)	To scrutinise performance of the Council's Arts and Cultural Service, including the implementation of the Cultural Strategy and achievement of the action plan	This forms part of regular six-monthly updates which are provided to the Culture and Leisure Overview and Scrutiny Committee.  To include a wider about about 'the Arts' in the district.	Connecting Communities
Mid-Year KPIs (Q2 2024/25)	Debbie Roberts (Head of Corporate Projects, Policy and Performance)	To provide an update on the Council's Mid-Year (Q2 2024/25) performance against the Corporate Plan 2024-27 KPIs.		Effective Council
Performance of Leisure SK Ltd (to include LSK fee and management)	Update on the performance of LeisureSK Ltd  Lead Officer: Debbie Roberts (Chairman of LeisureSK Ltd)	To consider the performance of LeisureSK Ltd. To include LSK fee and management.	LeisureSK Ltd Performance Report last reviewed by the Culture and Leisure Overview and Scrutiny Committee on 28 March 2024, and 3 September 2024.	
8 January 2025				

REPORT TITLE	OFFICER	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/ PRIORITY
<b>Markets Update</b>	Update on the Markets action plan. <b>Lead Officer: Kay Boasman</b>	To consider the Markets Action Plan, 4 months after it was last considered.	Committee requested a revisiting of this report at their meeting held on 3 September.	
<b>Grantham Town FC</b>	<b>Lead Officer: Karen Whitfield (Assistant Director for Leisure, Culture and Place)</b>			
<b>25 March 2025</b>				
<b>Sports and Physical Activity Update</b>	<b>Lead Officer: Beth Goodman</b>	6 monthly review	Update requested at the meeting held on 3 September	
<b>FUTURE ITEMS</b>				
<b>Sports Clubs in the District – arose at 3 September 24 CLOSC</b> <b>Future vision for Grantham Marketplace – arose at June 24 CLOSC.</b> <b>Play Area Strategy review – September 2025</b>				

## REMIT

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

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

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