

Culture and Leisure Overview and Scrutiny Committee



SOUTH
KESTEVEN
DISTRICT
COUNCIL



Tuesday, 3 September 2024 at 2.00 pm
Council Chamber - South Kesteven House,
St. Peter's Hill, Grantham. NG31 6PZ

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

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
2. **Apologies for absence**
3. **Disclosure of Interests**
Members are asked to disclose any interests in matters for consideration at the meeting.
4. **Minutes from the meeting held on 18 June 2024** (Pages 3 - 12)

Published and dispatched by democracy@southkesteven.gov.uk on Friday, 23 August 2024

☎ 01476 406080

Karen Bradford, Chief Executive

www.southkesteven.gov.uk

- 5. Updates from the previous meeting** (Pages 13 - 14)
To consider actions agreed at the meeting held on 18 June 2024.
- 6. Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service**
- 7. Market Update - High Street Retail Market Review** (Pages 15 - 25)
To provide an update on the High Street Retail Market Review. The review has been undertaken by the High Street Experts and provides an overview of the current markets at Grantham, Bourne, and Stamford alongside bespoke Action Plans for improvement.
- 8. Market Trader Code of Conduct** (Pages 27 - 46)
To update the committee on the updated Code of Conduct which outlines the expected behaviours of Traders wishing to operate at any of the three Council-led markets.
- 9. Sport and Physical Activity Update Report** (Pages 47 - 84)
To provide an update on the progress and delivery of the Council's Sport and Physical Activity Strategy (2021 to 2026).
- 10. Leisure Options Appraisal** (Pages 85 - 118)
To update Members on the outcome of the leisure options appraisal and provide a recommendation to Cabinet on the preferred way forward
- 11. Play Area Strategy Action Plan** (Pages 119 - 125)
Following the request by Members of the Culture and Leisure Overview and Scrutiny Committee on 18 June 2024 and the recommendation by Members of the Cabinet on 9 July 2024, the purpose of this report is to consider the Play Area Strategy Action Plan for South Kesteven.
- 12. Work Programme 2024-25** (Pages 127 - 130)
- 13. 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, 18 June 2024, 10.00 am

Committee Members present

Councillor Murray Turner (Chairman)
Councillor Barry Dobson (Vice-Chairman)
Councillor Matthew Bailey
Councillor Emma Baker
Councillor Tim Harrison
Councillor Graham Jeal
Councillor Robert Leadenham
Councillor Paul Martin
Councillor Chris Noon

Other Members present

Councillor Patsy Ellis
Councillor Paul Fellows

Cabinet Members

Councillor Ashley Baxter
Councillor Philip Knowles
Councillor Rhea Rayside
Councillor Paul Stokes

Officers

Graham Watts, Assistant Director (Governance and Public Protection) and Monitoring Officer
Debbie Roberts, Head of Corporate Projects, Policy and Performance
James Welbourn, Democratic Services Manager (Deputy Monitoring Officer)
Richard Wyles, Deputy Chief Executive and Section 151 Officer
Michael Chester, Leisure, Parks and Open Spaces Team Leader
Karen Bradford, Chief Executive
Charles James, Policy Officer
Claire Saunders, High Street Heritage Action Zone Project
Paul Sutton, Assistant Director of Finance/Deputy Section 151 Officer
Emma Whittaker, Assistant Director of Planning

1. Public Speaking

There were no public speakers.

2. Apologies for absence

Apologies for absence were received from Councillor James Denniston, Councillor Gareth Knight, and Karen Whitfield.

Councillor Tim Harrison substituted for Councillor James Denniston, and Councillor Graham Jeal substituted for Councillor Gareth Knight.

3. Disclosure of Interests

Councillor Graham Jeal declared that he was a Board Member of the Dysart Park Action Group, but this did not preclude him from taking part in or voting on item 9 – Play Area Strategy.

Items 10, 11 and 12 related to LeisureSK Ltd. and LeisureSK Board Members present (Councillors Patsy Ellis and Philip Knowles, and Debbie Roberts, Matt Chamberlain and Paul Sutton) were advised that they could remain in the Council Chamber for items 10 and 12 to introduce the reports, and to answer any questions of them. They would be asked to leave the Council Chamber for any debate on these items, and it would not be appropriate for them to be present for item 11 – Overview and Scrutiny Leisure Working Group.

4. Minutes from the meeting held on 26 March 2024

The minutes of the meeting held on 26 March 2024 were approved as a correct record.

5. Updates from the previous meeting

An invite to tour the Council's Arts Venues would be sent out in the coming days.

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

Deputy Leader and Portfolio Holder for Leisure and Culture

September's meeting of Culture and Leisure Overview and Scrutiny Committee would see a report reviewing the markets in the District.

Some suggestions and proposals would come forward for Grantham market. Grantham marketplace itself had been condensed whilst works took place.

There had been a substantial uptake from local crafters in the marketplace, and also an upturn in footfall. This may be related to the food stalls being moved from the south end of the market.

Work on bringing crafters into the market on the first Saturday of the month had worked well, as had the Farmers' market.

7. Grantham High Street Heritage Action Zone Completion Report

Members considered a final update on the completion of the High Street Heritage Action Zone (HAZ) programme, which came to an end on 31 March 2024. The programme was aimed at helping unlock the heritage potential of the town and assisting in economic recovery within Grantham town centre.

There were seven properties in Grantham town centre. Significant restoration and repair had taken place on Westgate Hall, amongst other properties. The total grant received was £672,000, with match funding from the Council. There was also a further £300,000 of private sector funding from those participating in the grant scheme.

An additional £370,000 of funding had been leveraged through the Scheme, used for ongoing contributions to the fit out at Westgate Hall with further private investment being used for shops in Grantham Town Centre.

£10,000 had been received from the Woodland Trust to support feasibility studies.

During the programme delivery Grantham was nominated for both the Academy of Urbanism 'Great Town and Small City' award, and the Visa 'Talk of the Town – Rising Star' Award.

There had been some challenges across the delivery of the programme, in particular the impact of inflation on the construction industry. This had been in part mitigated by re-negotiating with Historic England (HE); however HE had also required the suspension of grant funding in-year, as it could not be moved from one year to another.

When moving into this Scheme the Council built on the work delivered under a previous shop front scheme.

Overall, the programme had been successfully delivered.

Note: Councillor Graham Jeal left the Council Chamber at 10:20am

During debate, the following points were highlighted:

- There were similarities between the Heritage Action Zone funding and the Future High Streets Fund (FHSF) project. The two programmes

were funded by government departments, and issues could not be 'cross-funded'. There needed to be a clear-cut separation for the purposes of the Treasury.

- The HAZ bid was submitted first in December 2019, with the FHSF bid following in early 2020.

The Committee **NOTED** the report.

8. Corporate Plan 2020-23 Key Performance Indicators End-of-Plan and 2023/24 End-Year (Q4) Report

Members considered South Kesteven District Council's performance against the Corporate Plan 2020-23 Key Performance Indicators (KPIs) from January-March 2024, and received a summary of overall performance over the lifecycle of the Corporate Plan 2020-23.

The Council achieved five of the seven actions stated. In respect of the five actions within 2023/2024, four actions were 'green' (on-track), and one action was 'amber', i.e. below the planned target. Nothing was rated as 'red'.

The following points were highlighted during debate:

- An independent markets review was not received in adequate time to be prepared for this meeting.
- Markets were part of the Council's cultural offering. The old Corporate Plan measure related to markets becoming cost neutral; however there was now a thought that they would be referred to as a 'loss-leader' whilst recognising and reflecting on their income return. Many small businesses started on the market place and then expanded from there.

The Committee voted to **ACCEPT** the report.

9. Play Area Strategy

Members considered the draft Play Area Strategy for South Kesteven.

The Deputy Leader introduced the item highlighting the Council's key priorities and management of its 38 play areas across the District. The Council's Corporate Plan highlighted the role of physical activity in supporting healthy lifestyles whilst reducing health inequalities. Underpinning this was the objective of 'connecting communities and being an effective Council.'

The Strategy had come at a time the Council was facing additional financial pressures and the costs associated with maintaining play areas being ever increasing. The Strategy would allow the Council to prioritise those areas that required capital investment whilst allowing work to continue with external stakeholders to identify funding opportunities.

Note: Councillor Graham Jeal returned to the Council Chamber at 10:38am.

During debate, the following information was highlighted:

- There are occasions when other organisations, such as Parish Councils, can access funding that the District Council cannot.
- A contractor was currently in place to assess the Council's play equipment. The report confirmed £100,000 being allocated to the finance portfolio. This was an investment budget for the replacement of equipment – ongoing maintenance for the equipment was provided elsewhere.
- The development of an action plan, aided by the Committee would help guide and steer decisions on decisions related to play areas.
- As part of the tender specification for the Play Area at Gonerby Hill Foot the Equality and Diversity Officer was involved with supporting accessibility for people with additional needs.
- There was a good argument contained here for the development of a broader play strategy, which takes into account areas that children might play, such as playing fields.
- There were a number of groups in the District, such as the Dysart Park Action Group that were active. They had not specifically been part of the consultation on the draft Play Area Strategy, but they would be part of conversations over parks in the future. Should these types of groups attract funding then they would likely work in partnership with the Council.

ACTION – to share the Play Area Strategy with all parishes and relevant groups connected to play areas.

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

- 1. Recommend the draft Play Area Strategy to Cabinet for approval.**
- 2. Request that an Action Plan be developed and presented to a future Culture and Leisure Overview and Scrutiny Committee, if the Strategy is approved by Cabinet.**

10. LeisureSK Ltd - Progress on Actions Requested by Cabinet

Members considered an update on the progress made with the actions requested by Cabinet in relation to LeisureSK Ltd, including an update on the leisure management options appraisal which was being undertaken.

At their meeting held on 9 January 2024 the members present moved a 'motion of no confidence' in LeisureSK Ltd. As a result, Cabinet at their meeting in January 2024 set a number of tasks to be undertaken to provide

assurance on the performance of LeisureSK Ltd, including bringing forward the timescale on alternative management options.

A new arrangement for the provision of leisure would need to be in place for 1 January 2026.

Speaking as a LeisureSK Board Member, Philip Knowles made a statement about the current situation with LeisureSK Ltd, highlighting the following:

- The issues with LeisureSK Ltd. were fundamental and deep rooted and involved maintaining three old leisure centres.
- Were the objectives, as guarantors of the buildings, to make a profit from the three leisure centres, or to provide high quality facilities?
- Board Members needed to create a set of parameters for the company to outline what was expected of them. Until recently, the Board membership consisted of two individuals, which was the minimum number of people required. This situation had been remedied by the appointment of three further Directors in April 2024. The appointment of Paul Sutton would ensure that figures were returned to Members in a timely manner given his previous experience and day to day role as Interim Head of Finance.
- At a recent Board meeting, there was a large staff contingent present.
- There was confidence in the Chairman, as one of the pre-existing Board Members of LeisureSK Ltd. to lead the team. The Board and staff required support and patience to do their job.

During debate, further information was highlighted:

- Earlier this year there had been a vote of no confidence in the Board of LeisureSK Ltd. – therefore it was appropriate for Cabinet to communicate with the Board at every available opportunity.
- LeisureSK Ltd. had an existing 5 year business plan which would end in the next 18 months. The LeisureSK Board would agree the business plan which would also contain the strategic aims of the company. The current contract with LeisureSK Ltd. could not be extended any further, and South Kesteven District Council (SKDC) would have to enter into a new arrangement. Members and officers would be looking at all options for the future management of the leisure provision, whilst doing a cost which would include:
 - Bringing the provision in-house
 - Going out to the wider market
 - Retaining LeisureSK Ltd. in its current form
 - Retaining LeisureSK Ltd. in an adapted formAll options would be subjected to a cost benefit analysis.
- LeisureSK was currently in a deficit position.

Note: At this point in proceedings Board members and staff of Leisure SK Ltd. (Philip Knowles, Patsy Ellis, Paul Sutton, Debbie Roberts and Matt Chamberlain) left the Council Chamber having answered any questions from SKDC members.

- Administration support provided by SKDC was in place for LeisureSK Ltd. – however if this was no longer required it could be withdrawn. It remained the case that SKDC and LeisureSK wanted to work together.
- The Leader of the Council had written to the Board, predominantly over concerns with cashflow. A mitigation plan had been requested.
- The Cabinet Member for Leisure and Culture attended LeisureSK Ltd. Board meetings as an observer.

Having previously been moved and seconded, and following a vote it was **AGREED**:

That the Culture and Leisure Overview and Scrutiny Committee:

1. **Notes the progress made on the actions agreed by Cabinet on 18 January 2024 and requests any further information that is required at this stage.**
2. **Agrees to receive a further report providing detailed information on the results of the leisure management options appraisal at a future meeting.**

11. Overview and Scrutiny Leisure Working Group

Members considered a request to form a Culture and Leisure Overview and Scrutiny Working Group to monitor the performance of LeisureSK Ltd.

This had been debated at a previous meeting to monitor performance, and a draft Terms of Reference had been developed.

Members and officers discussed the different ways of moving forward to discuss leisure options. Members were reminded that they could also hold additional or extraordinary meetings to discuss options as and when required.

With regard to LeisureSK Ltd., there were two key pieces of work outstanding, which were the Leisure Options Appraisal and the Performance Appraisal of LeisureSK Ltd.

Having been moved and seconded, and following a vote it was **AGREED** that:

1. **Reports relating to the performance of LeisureSK Ltd continue to be considered at future Culture and Leisure Overview and**

Scrutiny Committee meetings rather than schedule additional working group meetings.

2. Democratic Services would work with the Chairman for an additional future meeting date to discuss LeisureSK Ltd.

Note: Councillor Graham Jeal left the Council Chamber and did not return.

12. Performance of Leisure SK (Projected outturn for 23/24 - LeisureSK Ltd)

Note: Philip Knowles, Paul Sutton, Debbie Roberts and Matt Chamberlain returned to the Council Chamber.

Members received an update regarding the performance of LeisureSK Ltd.

Debbie Roberts, Chairman of the LeisureSK Board presented the projected outturn for 2023/2024, and highlighted the following points:

- There was a deficit position, but the company was bearing this overspend and was not requesting any additional management fee from the Council at this point in time.
- There are a number of things for the Committee to note regarding the end of year position to the 31 March 2024:-
 1. Fitness income received at 31 March 2024 was more than the original budget.
 2. Swimming income received at 31 March 2024 was more than the original budget and continued to perform strongly.
 3. Children Income received at 31 March 2024 was below budget as parties and other children's activities were being coded to other cost centres. This had been rectified.
 4. Indoor activities income received at 31 March 2024 was very strong and above expected budget which was primarily due to the receipt of room hire income at Grantham The Meres and an increase in income from main hall activities at The Meres and Bourne Leisure Centre.
 5. Gross Profit was above budget at 31 March 2024 primarily due to the variances detailed above.
 6. Total Payroll Costs - the overspend at year end was due to increased costs for Swim School wages which was linked to the increased income from swimming and insufficient budget for National Insurance. Salaries had also been reforecasted to include redundancy and restructure costs.
 7. Utilities – the overspend at year end was due to utility costs being higher than originally budgeted.
 8. Premises costs were underspent at year end.
 9. Marketing and Communications Costs were overspent at year end, but this overspend related to the campaign in January 2024 with Big Wave.

10. Central costs – there was an overspend at year end. This was primarily due to an increase in the amount of irrecoverable VAT and the budgets for software and professional fees not being sufficient to cover the costs of the Gladstone system, the charges from Analytics 4 Energy relating to energy savings and the support provided by the Council to the company for Finance and IT. The company had since reviewed the Building Management System contract and had since cancelled it.

11. Contract Surplus/Deficit – the deficit at 31 March 2024 was an overspend on the budgeted deficit but as stated earlier in this report the company are reviewing this and bearing this cost.

- In March and April 2024 there was an increase in fitness memberships, and sales were in line with expectations.

During debate, further information was highlighted:

- Big Wave, a marketing consultant had recommended a mix of digital and physical communications from LeisureSK to residents. Officers distributed leaflets to 10,000 homes in Grantham and did the same in Bourne and Stamford. Also targeted digitally would be those individuals within the target demographic for leisure centres.
- Previously the leisure centres had been advertised in SK Today, the Council's newsletter. It was possible to restart this as well as advertising in many more places but the budget had to be managed responsibly.
- There was no substitute for word of mouth – the best way was for residents and members of the public to experience the leisure centres and look to receive positive feedback.
- Social media was a useful tool to advertise services.

Note: At this point in proceedings it was moved, seconded and **AGREED** to exclude the public and press from the meeting as commercially sensitive information may have been revealed to them had they remained.

- Whilst it was very difficult to project to the year end, there were forecast underspends in energy costs.
- Appropriate controls were in place for the receipting of goods and accounting. All staff of LeisureSK Ltd. had been trained on how to raise orders, and this had been completed within the last two months. The Financial Regulations had been shared with the Senior Team at LeisureSK Ltd.

ACTIONS – there was an action to circulate the financial information contained with an Excel document to Members. There was also an action to determine the breakdown of the split between price and usage for utility costs.

The report was **NOTED**.

13. Work Programme 2024-25

ACTION – the Chairman wished to add an item on a united strategy with leisure providers within SKDC – he would meet with the Chief Executive to discuss this.

The Play Area Strategy Action Plan was to return to Committee in September 2024.

The LeisureSK performance report for September 2024 was to include mitigation information.

The remainder of the workplan was noted.

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

The Chairman reiterated that Members could ask questions of him in between Committees if they felt there was an issue that needed to be brought to Committee.

The meeting closed at 12:30pm.

Action Sheet

Culture and Leisure Overview and Scrutiny Committee – Actions from meeting of 18 June 2024

Min no	Agenda item	Action	Assigned to	Comments/Status	Deadline
61	Cultural Strategy Update	For Committee Members to have a tour of the Arts Centres within the District	James Welbourn (Democratic Services Manager) Jade Porter (Arts and Cultural Services Manager)	Proposed tour dates: Bourne: Monday 15th July, at 10:00 AM Stamford: Monday 15th July, at 2:00 PM Guildhall: Thursday 18th July, at 10:00 AM	Email sent out 21 June from Members Services – COMPLETE
9	Draft Play Area Strategy	To share the Play Area Strategy with all parishes and relevant groups connected to play areas.	Michael Chester (Leisure, Parks and Open Spaces Team Leader)	COMPLETE – parish councils and relevant groups would be signposted to the Strategy when appropriate to do so.	
12	Performance of LeisureSK Limited	Utility costs being higher than that budgeted for – it was thought the appropriate budget was in place	Paul Sutton (Interim Head of Finance)	COMPLETE – Information requested to be included within an <u>exempt</u> report to the Committee on 3 September 2024	

Min no	Agenda item	Action	Assigned to	Comments/Status	Deadline
12	Performance of LeisureSK Limited	To circulate the exempt appendices for the Performance report to members of the Committee as they had been difficult to read.	James Welbourn (Democratic Services Manager)	COMPLETE – circulated on 18 June 2024.	
13	Work Programme	The Chairman to meet the Chief Executive to discuss leisure providers in SKDC and see how a more united strategy could be arrived at.	Vicky Gisby (Executive Assistant to the Chief Executive)	Meeting being arranged for October 2024	



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Culture and Leisure Overview and Scrutiny Committee

Tuesday, 3 September 2024

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

Review of South Kesteven's Council-led Markets

Report Author

Kay Boasman, Head of Waste Management and Market Services,

Nick Hibberd, Head of Economic Development and Inward Investment



kayleigh.boasman@southkesteven.gov.uk,

nick.hibberd@southkesteven.gov.uk

Purpose of Report

To provide an update on the High Street Retail Market Review. The review has been undertaken by the High Street Experts and provides an overview of the current weekly street market operations at Bourne, Grantham and Stamford together with specific recommendations for improvement.

Recommendations

The Committee is asked to:

- 1. Note the findings of the recently commissioned Markets Report and Action Plan and provide feedback on its contents, and;**
- 2. Agree the timescales for an Action Plan including financial analysis and timescales to be presented to a future Committee meeting.**

Decision Information

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

No

What are the relevant corporate priorities?

Connecting communities
Enabling economic opportunities

Which wards are impacted?

All Wards

1. Implications

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

Finance and Procurement

- 1.1 The costs of the associated action plan need to be financially assessed to ascertain whether any additional budgetary allocation will be required to implement the approved actions.

Completed by: Richard Wyles, Chief Finance Officer (S151) and Deputy Chief Executive

Legal and Governance

- 1.2 Aside from agreeing the timescales for a revised Action Plan, there are no significant legal or governance implications arising from the report.

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

Equalities, Diversity and Inclusion

- 1.3 A key theme of this review is accessibility. Each market has its own identity and the spaces in which they operate are very different. Some of the issues have been identified through the review process. To be certain that these and any other issues detected are effectively addressed equality impact assessments and access audits should be carried out for each market prior to further actions being undertaken to ensure the needs of current and future users are met.

Completed by: Carol Drury, Community Engagement Manager

2. Background to the Report

- 2.1. The High Street Experts are a consultancy company with a specialist knowledge of independent retailers and markets; they specialise in supporting independent retailers and markets to maximise income. The High Street Experts approached the Council in early 2024 to ask if they would consider taking part in a fully funded pilot project which focussed on reviewing the performance of local markets and working with those markets to create an action plan for improvement.
- 2.2. This review, covering the Authorities three markets (Bourne, Grantham, and Stamford), was undertaken throughout spring and early summer 2024. It is based

on independent research alongside the surveying of traders, shoppers, retailers, and council Officers. Factors such as retail mix, footprint, assets, branding, marketing, general kerb appeal and ease of access were considered.

- 2.3. Each of South Kesteven's three Council-operated markets were included in the review – Bourne, Grantham and Stamford. For each market, a list of recommendations has been developed; these recommendations have been pulled into a draft Action Plan which can be viewed in Appendix 1.
- 2.4. The brief given to the High Street Experts by the Council was:
 - To review the performance of Council owned charter markets, sited through the district of South Kesteven, and
 - To generate a clear picture of the opportunities and growth areas for each market.
- 2.5. The review provided an overview of the current state of UK markets and highlighted that there are 1,225 retail markets in the UK with around 84% of these being operated or controlled by a Local Authority. Particular attention was drawn to the impact of the Covid-19 pandemic on how people shop, leading to increased localism and a greater level of commitment to small, independent businesses. This trend quickly reversed post-pandemic. The following figures highlight some of the issues being faced by the sector (covering the period 2018 – present):
 - Stall occupancy is down from 77-72%,
 - Only 8% of traders are under 40 years of age, and
 - Only 40% of markets make a financial surplus.
- 2.6. The review highlighted that there are three key phases which, if implemented, should allow a market to be as successful as it can. These are:
 1. **Current trading footprint** – this phase reviews the current trader landscape, access points, retail mix, price range, external presentation and layout ideas, and barriers to trade.
 2. **Identity** – this phase reviews 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 reviews market finances, visitor economy opportunities, training needs, Wi-Fi access, promotion, sustainability and the overall market offer.
- 2.7. The next section of this report will provide an overview of the main findings from each market (Bourne, Grantham and Stamford) for each of the three phases highlighted above. Each market is benchmarked against a successful market which is based in a similar sized town with a similar demographic.

Grantham

Phase 1: Current Trading Footprint

- 2.8. The current trading performance of Grantham market is in decline and has been for some years. The area available to develop the market is sizeable and well placed on Westgate. The current layout is very linear with minimal seating and studded with vehicles. The wide spacing between clusters of traders made the market feel sparse.
- 2.9. Currently, public realm work is being undertaken to improve the space and improve amenities such as re-opening Conduit Lane toilets and creating an events space.

Phase 2: Identity

- 2.10. In the second phase of the market review, identity was the focus. This phase delves into the unique characteristics and distinguishing features of a market and identifies what sets it apart from others.
- 2.11. Key areas of consideration for this phase are:
- Place branding – key components include identifying uniqueness, creating a brand strategy and visual identity, promoting the market, engaging with stakeholders and monitoring progress and evaluating effectiveness of changes.
 - Trader branding and merchandising – key components include deciding on the branding of the market e.g. providing traders with bespoke pre-erected stalls.
 - Wayfinding and signage – key components include clear signage, consistent branding, accessibility, comprehensive mapping and interactive elements.
- 2.12. The review highlighted that the current equipment used, across all three markets, requires reviewing. The review suggested an 'Asset stocktake and review' to quantify the issue and assign a value for improvement. This recommendation has been included in the Action Plan (Appendix 1).
- 2.13. Equipment, such as stalls and marquees, can be essential to the identity of a market and therefore it is recommended the current equipment is reviewed to ensure it fits with the identity and desired place branding of each market.

Phase 3: Operations and Opportunities

- 2.14. The third phase covered future opportunities and highlighted points of focus. This section made the same recommendations for all three markets, there is a detailed outline of the recommendations from this section in the Action Plan shown in Appendix 1. High level areas of improvement were:
- Visitor economy opportunities – expand the use of media, improve networking opportunities,
 - Address the training needs of the team to ensure our markets have the right people, with the right skills, in the right places,
 - Address inconsistencies in infrastructure (Wi-Fi, sustainability and promotions), and

- Sustainability – there are many sustainable benefits to outdoor markets including reducing waste and small energy usage requirements.

Bourne

Phase 1: Current Trading Footprint

- 2.15. Bourne market is losing traders at an alarming rate, with a small footprint and an edge of town placement, this market is at its lowest. Having moved to the car park behind the Corn Exchange, this market has been reduced to a handful of traders. The High Street Experts interviews with shoppers revealed that they now go to Stamford Market instead.
- 2.16. The review identified that Bourne has the potential to regain traders and grow its trading footprint, these suggestions have fed into the Action Plan (Appendix 1).

Phase 2: Identity

- 2.17. An outline of the background and findings affecting all three markets is outlined in points 2.10, 2.11 and 2.12.

Phase 3: Operations and Identity

- 2.18. The third phase covered future opportunities and highlighted points of focus. This section made the same recommendations for all three markets and an outline is available in Section 2.14, there is also detailed outline of the recommendations from this section in the Action Plan shown in Appendix 1.

Stamford

Phase 1: Current Trading Footprint

- 2.19. The Stamford market footprint is rambling and takes advantage of the whole high street, trailing its traders throughout the streets. This market is the current jewel in the SKDC portfolio of markets. With access points all through the town and an enhanced retail cluster on many of the side lanes the market footprint boasts a presence in the town. With excellent parking facilities and a loyal local following this market is well attended. The local narrative around the market is one of loyalty and love. The market layout made it easy to get around to see all of the traders using the existing retailers and cafes to interject the dwell space and weave points, which encourage lingering shopping moments. With the tourist economy blooming, Stamford attracts out of towners every week, on mystery coach tours and service breaks on longer haul trips. A dedicated bus park provides an ideal drop off point directly into the mouth of the market. Consideration has been given to the retailers along the lanes by staggering the layout to allow for windows not to be blocked by the stalls. However, despite this, interviews with the traders suggested that visitors aren't spending money, social media coverage is limited, and Wi-Fi access is inadequate.

- 2.20. Stamford hosts around 80 stalls and whilst there is a repetition of traders it doesn't appear to be an issue. The Saturday market consists of more gift and specialist stalls to appeal to families and visitor economy.

Phase 2: Identity

- 2.21. An outline of the background and findings affecting all three markets is outlined in points 2.10, 2.11 and 2.12. A specific action for Stamford market is that the '*Yard has outbuilding that could be converted to an office with toilet*'. This would provide the markets team with a base to run operations.

Phase 3: Operations and Identity

- 2.22. The third phase covered future opportunities and highlighted points of focus. This section made the same recommendations for all three markets and an outline is available in Section 2.14, there is also an outline of the recommendations from this section in the Action Plan shown in Appendix 1.

Summary

- 2.23. The consultant-led review highlighted numerous actions for each of the three phases which could be used to improve the markets. The Action Plan in Appendix 1 has taken these actions and synthesised them into a draft, high-level Action Plan. The next phase of the work will be to evaluate the recommendations from the review and use this information to create a fully costed Action Plan with more specific actions and timelines. It is estimated this will take around 6 months to complete and the results can be fed back to this Committee in early 2025.

- 2.24. In brief, the key recommendations for the three markets are:

- Phase 1:
 - Increase trader variety,
 - Improve communications and marketing,
 - Optimise layout,
 - Improve accessibility, and
 - Look at alternative trading models.
- Phase 2:
 - Undertake a place building exercise,
 - Improve wayfinding and signage and collaborate with local businesses.
- Phase 3:
 - Explore visitor economy opportunities,
 - Establish a training framework for Markets Officers and traders,
 - Improve access to Wi-Fi, and
 - Explore themed events e.g. Foodie Friday.

A more detailed breakdown of the actions related to each recommendation can be found in Appendix 1.

- 2.25. The Economic Development team is working with the Operational team to create a funding bid from the Shared Prosperity Fund, this bid will use the review and

associated Action Plan as a guide. However, should the bid be unsuccessful, the Council will need to fund any actions that are required to be completed.

3. Key Considerations

- 3.1. To fully understand the feasibility of the recommendations from the review and the associated Action Plan, stakeholder consultation and a full financial analysis is required to highlight a strategic plan and the full cost of improving the markets.

4. Other Options Considered

- 4.1. **Option 1** - Take no action – leave the markets as they are and risk the decline of the markets over time.
- 4.2. **Option 2** – following consultation and cost review, adjust the Action Plan to remove unaffordable actions to allow a focus on actions which are supported, feasible and affordable.

5. Reasons for the Recommendations

- 5.1. The recommendation for further financial analysis has been made to enable the committee to understand the costs of adopting the action plan before a commitment is made.

6. Appendices

- 6.1. Appendix 1 – Action Plan

This page is intentionally left blank

Appendix 1 – Action Plan

This Action Plan has been created using the recommendations from the High Street Retail Market Review document.

Phase	Recommendation / Action	Affected Market	Estimated Timescale
Pre-Action Plan initiation	Review costs and specific timescales for implementation of each phase and feedback to committee by January 2025.	All	January 2025
	Establish core set of KPI's to establish baseline for each market to measure progress against	All	January 2025
Phase 1 Current trading footprint	Review trader variety: <ul style="list-style-type: none"> Design a matrix for the ideal mix of traders, Increase trader numbers and ensure diversity of products 	<ul style="list-style-type: none"> Grantham Bourne 	TBC upon completion of review
	Review marketing efforts: <ul style="list-style-type: none"> Create a bespoke Communications and Marketing Plan to raise awareness of markets and events, increase footfall and promote events 	All	TBC upon completion of review
	Review market layouts to ascertain how this can be improved: <ul style="list-style-type: none"> Design the market for easy navigation and a logical flow, making it more shopper-friendly and encouraging longer visits 	All	TBC upon completion of review
	Review accessibility across all markets: <ul style="list-style-type: none"> Ensure the market is accessible to all, with clear signage, convenient parking, and facilities for individuals with disabilities 	All	TBC upon completion of review
	Review how local communities are engaged: <ul style="list-style-type: none"> Ensure events are aligned with the community e.g. Christmas/Easter/Diwali through the creation of an 'Events Calendar' 	All	TBC upon completion of review
	Review current trading hours: <ul style="list-style-type: none"> Assess trading hours and look at how these can be changed to suit the lifestyles of different generations. 	All	TBC upon completion of review
Phase 2 Identity	Investigate the benefits of a place branding exercise which: <ul style="list-style-type: none"> Creates a bespoke brand for each market, Ensures the brand is unique to local heritage, Ensures the branding is linked to the Communication and Marketing Plan, and Create a visual template for traders with direction on stall type e.g. pre-erected. 	All	TBC upon completion of review

	Review how to cascade branding as appropriate, this should cover: <ul style="list-style-type: none"> • Training workshops, • Grants and funding, • Marketing toolkits, • Promotional campaigns, • Online presence support, • Networking opportunities, and • Provide visual standards and guidelines, 	All	TBC upon completion of review
	Review wayfinding and signage: <ul style="list-style-type: none"> • Analyse the market-specific recommendations within the report to assess the feasibility of a bespoke wayfinding and signage plan for each market 	All	TBC upon completion of review
	Explore opportunities for collaboration including: <ul style="list-style-type: none"> • Building relationships with the adjacent businesses, encouraging the cafés to use market produce and name it on their menus, • Speaking to local estate agents to create a market welcome box to all new homeowners. Produce a joint marketing campaign with the high street as a whole, • The possibility of negotiating the use of facilities such as toilets and free Wi-Fi access, • Encouraging entrepreneurship with the local schools, • Encouraging local Community groups and societies to use the marketplace to fund raise and build up membership signups. 	All	TBC upon completion of review
Phase 3 Operations and opportunity	Explore Visitor economy opportunities: <ul style="list-style-type: none"> • Assess the viability of improving the coach park layout to improve footfall, • Introduce Park Run's to market towns and link to the market in all towns, • Identify special interests for each market and establish 'special interest stalls' e.g. the gingerbread/Grantham link • Themed decorations e.g. colourful umbrellas 	All	TBC upon completion of review
	Explore available training framework for the markets management team to ensure roles and responsibilities are defined and the team are aware of best practice and new ideas.	All	TBC upon completion of review
	Review the usage of market/high street loyalty cards to encourage repeat visits, boost the local economy, collect valuable data and enhance the customer experience.	All	TBC upon completion of review

	Review the benefits of improving access to Wi-Fi to support the use of card payments, social media and attract home workers.	All	TBC upon completion of review
	Explore hosting themed events and ensure appropriately themed events are selected for the demographic of each market.	All	TBC upon completion of review

This page is intentionally left blank



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Culture and Leisure Overview and Scrutiny Committee

Tuesday, 3 September 2024

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

Market Trader Code of Practice Update

Report Author

Kay Boasman, Head of Waste Management and Market Services

kayleigh.boasman@southkesteven.gov.uk

Purpose of Report

To update the Committee on the revised Code of Practice which outlines the operational requirements for any trader operating at any of the three Council-led markets (Bourne, Grantham and Stamford).

Recommendations

The Committee is recommended to:

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

Decision Information

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

1. Implications

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

Finance and Procurement

- 1.1 There are no additional costs associated with the introduction of the Code of Practice.

Completed by: Richard Wyles, Deputy Chief Executive and Chief Finance Officer (S151)

Legal and Governance

- 1.2 The report is for noting and there are no significant legal or governance implications arising from the report. It is important for Members to be aware of the Code of Practice highlighted at Appendix 1.

Completed by: Graham Watts, Monitoring Officer

Health and Safety

- 1.3 The revised Code of Practice outlines the trader's responsibilities regarding health and safety. The document defines the expectations of the authority alongside relevant health and safety legislation concerning the operation of stalls and mobile trading.

Completed by: Phil Swinton, Emergency Planning and Health and Safety Lead

Human Resources

- 1.4 Although traders will be asked to leave the market if they refuse to agree to the updated Code of Practice, they are not directly employed by the authority and therefore, there are no HR implications.

Completed by: Fran Beckitt, Head of Service (HR)

2. Background to the Report

- 2.1. The management of South Kesteven's markets at Bourne, Grantham and Stamford underwent several changes with the employment of a new Markets

Manager in October 2023, shortly followed by a new Head of Waste Management and Market Services in January 2024.

- 2.2. A previous operational review of the market, carried out in 2023, highlighted the need for the Code of Practice to be reviewed and updated.
- 2.3. The previous Code of Practice was last reviewed in 2020 and therefore did not reflect current working practices. The update and review have now been completed and the updated Code of Practice can be found at Appendix 1.
- 2.4. The Code of Practice is made up of 23 sections and key areas to note within the document are:
 - Section 1: Market Charges – this outlines the possible trading options (pitch size, regular/casual traders etc,.) and associated costs,
 - Section 5: Trader Definition – this outlines the difference between a regular and a casual trader,
 - Section 8: Trading Hours and Cancellations – this section outlines expected trading hours,
 - Section 17: Conduct of Traders – this section outlines the expected behaviours of traders, and it is followed by a summary of the disciplinary procedure which will be invoked should a trader breach the Code of Practice.
- 2.5. The Code of Practice will be reviewed annually, and any changes will be reported to the Committee before they are implemented.

3. Key Considerations

- 3.1. The Code of Practice ensures that all traders understand and display the behaviours expected of all representatives of this authority. It also sets out an operational framework with practical information which ensures the markets are run safely. Additionally, they also give the market management team a consistent framework for managing behaviour which may fall below the expected standards.
- 3.2. The Code of Practice provides a framework that will ensure a consistent approach is taken with respect to the operation of the Council markets.

4. Other Options Considered

- 4.1. An alternative option to consider is to take no action; this will leave the authority at risk of making inconsistent, opinion-based decisions which may be deemed unfair.
- 4.2. The Committee could also recommend changes to the Code of Practice.

5. Reasons for the Recommendations

- 5.1. Without an approved Code of Practice, the authority is at risk of making inconsistent, opinion-based decisions which may be deemed unfair.

6. Consultation

- 6.1. There is no requirement to undertake formal consultation however, as the Code of Practice will be reviewed annually, it is anticipated that trader feedback will be incorporated into future versions.

7. Appendices

- 7.1. Appendix 1 – Market Trader Code of Practice



SOUTH
KESTEVEN
DISTRICT
COUNCIL

South Kesteven District Council

**Council Offices
The Picture House
St Catherine's Road
Grantham
Lincolnshire
NG31 6TT**

Market Trader Code of Practice

INTRODUCTION

These Regulations and Code of Practice should be regarded as complementary to the Council's existing Financial Regulations and any other bylaws or regulations relating to Markets.

1. MARKET CHARGES

- a. The charges to be applied will be in accordance with the official scales determined by the Council each year. The fees will increase annually, and Traders will be given notice of this prior to each financial year. The current charges can be found in Appendix A.
- b. The scale of charges distinguishes between:
 - Council stalls,
 - Pitches (unit rate per pitch calculated/charged out per m2) ,
 - Regular & Casual Traders,
 - Hot Food Units,
 - Business pitches (inc. vehicles used for direct selling),
 - Parked vehicles at stalls,
 - Extra stalls and displays,
 - New Trader Incentives,
 - Hire of entertainment areas,
 - Hire of stall equipment for non-market purposes (inc. pop-up stalls),
 - Hire of other market labour, and
 - The attached Appendix A details the charges for the current year.
- c. The following interpretation is applied to the scale of charges:
 - The standard Council stall is 3.048m by 1.219m (10ft by 4ft). Pitches are based on a 3 x 3m footprint and any additional size to be agreed with the market manager and charged accordingly. Pop-up stalls are 3m by 3m and each will be deemed to be a single stall for the purposes of charging.
 - Market extras (where the stall holders extend their stalls beyond the standard size) are to be charged in all cases in accordance with the scale of charges (pitches).
 - Market extras (where the market users extend their pitches beyond the area used for selling) e.g. storage areas, will be assessed separately and charged for in accordance with the scale of charges (pitches).
 - Stall-holders supplying their own stalls will be charged on a pitch basis.
 - Vehicles used for direct selling are to be charged as business pitches.
 - Stall holder's vehicles, not selling but parked within the boundary of the market, are to be charged as vehicles parked at stalls. The vehicle charge will be subject to VAT.
 - All market traders will be charged in accordance with the scale of charges and charging policy. All regular traders will pay via Direct Debit, monies will be taken 14 days after the date of invoice each month.
 - For casual traders, payment must be made on the trading day by noon to the Market Manager or Deputy Market Manager. **Cash and cheques will not be accepted, unless other forms of payment are unavailable at no fault to the trader (e.g. card machine failure).** Failure to pay in accordance with these requirements will result in a trader immediately forfeiting their trading position.
 - Vehicles are defined as any car, pick-up, trailer etc used by the Trader.
 - 30 days written notice is required from any invoiced trader that wishes to cease trading on our markets. Notice is to be posted or emailed to the Markets Manager.

2. OUTSTANDING INVOICES

- a. Payment terms are 28 days from date of invoice. Any outstanding invoices will receive a reminder after exceeding payment terms. Thereafter a final reminder will be sent and if no payment is received, this outstanding account will be passed to our Legal department for court action. **This action will result in court charges being added to your outstanding amount and you will be instructed to cease trading until the account is brought up to date.**
- b. Where a debt is disputed by the trader, evidence of payment must be provided within 30 days of request. Failure to meet these terms and provide satisfactory proof of payment will result in an immediate forfeiture of their trading position.

3. MARKET "FREE TRADING" & DISCOUNTED DAYS

- a. Markets affected by the Mid Lent Fairs shall not be considered as a normal market. Traders attending these "limited" markets will be required to pay the appropriate fee on the day of the event.
- b. Regular Traders may use their allowance of 5 "free trading days" as either holiday or sick allowance. In the event a regular trader is absent beyond the 5 free trading days, that trader will not be entitled to any rent reduction. If you are absent beyond two weeks due to illness/injury a covering letter will be required. During the Regular Trader's absence, the Manager will ensure that no duplicate trade shall operate from that position.
- c. There will be no compensation for allowances not used.
- d. These free trading days shall only apply to regular traders paying by direct debit.
- e. Where a trader exceeds their allowance of 5 free trading days (subject to the consent of the Market Manager) the trader will be permitted to arrange for their business to continue to operate in the normal manner. However, the Council reserves the right to re-let the stall/pitch. No refund will be given in respect of fees paid for the parking of vehicles, pitch and stall charges beyond the 5 free trading days. If the trader fails to give due notice or good reason for non-attendance beyond the 5 free trading days, the Council reserves the right to re-let the stall/pitch on a permanent basis.
- f. Where a trader decides not to trade from their trading position as part of their "free trading days" allowance, the Council reserves the right to re-let the trading space stall and pitch for that period only on a casual basis. No refund will be given in respect of any fees paid.
- g. Where a trader's business operation is disrupted due to vehicles parked in contravention of the road closure, we will endeavour to relocate the trader. In addition, a trader may be entitled to 50% refund of stall rent for the day affected at the discretion of the Market Manager who will make the final decision and approval on the day.

4. CONTRAVENTION OF REGULATIONS

- a. These Regulations and Code of Practice govern the use of stalls in the market by Traders. Any Trader who breaches any of these Regulations will receive a written warning. Subsequent and persistent breach of these Regulations may lead to the Trader being removed from the market altogether.

5. TRADER DEFINITION

For the purposes of these Regulations:

- a. "A Regular Trader" is a person who has been allocated a reserved pitch or stall(s) for any market day and has agreed to comply with these Regulations. A Regular Trader shall agree to pay the market charge, for every market day by monthly direct debit in accordance with the Code of Practice – whether or not they attend.
- b. "A Casual Trader" is a person who has permission to use a pitch or stall for the day of the market only and has agreed to comply with these Regulations. A Casual Trader shall agree to pay the market charge on the day of the market which they are attending in accordance with the Code of Practice. A Casual Trader is also deemed to be any Trader attending either Specialist Markets (e.g. Craft, Farmers,) or Limited Markets.

6. CASUALS - ALLOCATION OF STALLS/PITCHES

- a. Applicants on the market waiting lists shall, having regard to the time that they have been on the list, and for the suitability of their goods, be transferred to the bottom of the casual attendance list.
- b. Traders on the casual attendance list shall be expected to attend the Market and their attendance shall be monitored.
- c. As permanent stalls become available, a casual from the attendance list shall be offered a permanent position by the Manager and expected to pay by direct debit. The casual list shall be continually maintained and updated.
- d. Factors determining the allocation of a permanent position to a casual trader will include:
 - Desirability of goods and its benefit to the overall market and town centre,
 - Paying by direct debit.
- e. Casual Traders will be allocated a stall or pitch at the discretion of the management. Permanent traders will have priority over any stall or pitch position regardless of the duration a Casual Trader has occupied the market. The Manager will allocate a pitch or stall to the Casual Trader with consideration to the desired position, adjoining lines of goods, availability and practicality of the site position. The Casual Trader has no right to a guaranteed position on the market and should expect to be moved from time to time.
- f. New traders will be allocated positions at the discretion of the management and market Manager.
- g. The casual and permanent trader waiting lists will be updated and refreshed on a regular basis. Traders who have not expressed an interest in trading or have not attended the markets during the previous 6 months will be removed from the waiting list.
- h. The ultimate decision regarding positioning of market stalls lies with the Council management. If it is felt in the best interests of the market to adjust the stall layout plan, then notice in writing will be provided to any affected trader(s) who will be expected to comply with this decision. Consideration will be given to ensuring that the best available alternative position is provided to the affected trader – particularly the regular trader. Adjustment to the layout of the market and stalls will also be made to accommodate any planned or maintenance works carried out on the Highway.

7. ATTENDANCES & ABSENCES

- a. Absence from the market may not normally exceed three consecutive weeks. Any absence, or intended absence, from the market, must be communicated to the Market Manager, as soon as possible and preferably one week in advance. The Council reserves the right to require evidence to support periods of absence in excess of two weeks with approval granted according to the merits of each case.
- b. Absence in respect of holiday will require notice of at least one week.
- c. Absence in respect of sickness will require notice of 24 hours wherever possible and reasonable. Cost and time will have been incurred in setting up a potentially vacant stall, so it is advised to give notice as soon as possible.
- d. A Regular Trader will lose their allocation where absence from the market exceeds three consecutive weeks, and no approval has been sought or granted. Similarly, absence by casual traders will result in their removal from the casual list.
- e. Continuous or persistent periods of absence likely to disrupt the goodwill of the market or the granting of lettings may result in a Regular Trader losing their allocation.
- f. Should the Regular Trader suffer ill-health then, at the discretion of the Council, after a period of two weeks absence, a refund or credit may be given at a rate of 50% equal to the appropriate rate of charge for each market not attended upon receipt of a doctors certificate and covering letter (subject to the Council being able to re-let the pitch/stall during the period of absence).
- g. Traders will be permitted no more than a total of 6 weeks absence from the market. This allowance includes sickness and holiday allowance (unless agreed with the Market Manager).

8. TRADING HOURS AND CANCELLATIONS

- a. **Stalls and pitches should be occupied by 8.30am** after which time the stall or pitch may be let to a Casual Trader. If no notice has been provided to the Manager, then the Trader has forfeited the right to trade on that day and is not entitled to any refund.
- b. All Traders must be fully trading up to 1430 (October-March) and 1500 (April-September), and no goods are to be removed from the stall before this time. No vehicles are to be brought onto or move off the market area until 1445 (October-March) and 1515 (April-September). Traders must give exceptional notice and reason to the Market Manager if wishing to cease earlier. Traders must trade no later than 4.00pm unless otherwise authorised by the Market Manager. Any breach of this condition will forfeit your trading position for future markets.
- c. If inclement weather occurs, and the Market Manager deems it a necessity to close the market early for Health & Safety reasons and potential damages to traders' stock, notification of market closure will be given by the Market Manager.
- d. A refund or credit not exceeding remuneration paid will also be given to Regular Traders when a market is cancelled due to adverse weather or any other reason at the discretion of the Market Manager.
- e. Market days may be varied by the Council by virtue of public holidays and shall not be held on Christmas Day, Boxing Day or New Year.

9. BUSINESS NAME – DISPLAY AND COMPOSITION

- a. In compliance with Trading Standards, **the Trader shall display, conspicuously and legibly, their business trading name, phone number and town from which they operate their business.** Any vehicle used in relation to the food industry shall have conspicuously and legibly displayed any address at which it is kept or garaged.
- b. All proposed changes in business name must be notified to the Council in writing for filing and ensuring that business names on the market are not offensive.
- c. Where a Trader proposes to change the composition of their business arrangements e.g. a change in partnership or persons wishing to use a stall etc, the Council must be notified a minimum of one month in advance for consideration.
- d. The Council reserves the right to see valid documentary evidence to support the change and to refuse changes where such evidence is not provided, inconclusive, or considered to conflict with the principles of allocation of stalls, pitches etc.
- e. The pitch or stall location is not owned by the trader and any transfer of business does not include the pitch or stall location. The new trader must be aware that they may not be positioned in the original position of the transferring trader.

10. GOODS – TYPES AND CHANGES OF GOODS

- a. The Regular Trader must obtain prior approval from the Council before changing the type of goods traded, or an extension of the range of goods traded, from those approved when their stall or pitch was allocated by the Council. Traders failing to comply may be asked to withdraw those goods from sale. All traders must complete an annual update form which includes the types of goods they are currently selling. No traders are authorised to sell any fur-based products.
- b. The Council operate an Open Market. If a trader wishes to stand on the market and a stall or position is available, then that trader is entitled to stand, although consideration will be given to placement. When selecting traders to stand when there are a limited or lower number of spaces than traders, consideration will be given to the type of goods on offer and its benefit to the market in order to achieve a balance and breadth of trade.
- c. Goods for sale must comply with all the relevant legislation in line with Trading Standards. The following must be considered, this is not an exhaustive list:
 - Electrical equipment must meet European Standards, indicated by a CE mark,
 - Toys must be properly marked to ensure traceability, bear the CE mark and be accompanied by instructions for use, and warnings where necessary, and
 - Upholstered furniture should comply with the Furniture and Furnishings (Fire Safety) Regulations 1988. Upholstered furniture that meets the requirements of the Regulations should carry a permanent label with the heading 'carelessness causes fire'.
- d. The operators of stalls from which food is sold are required to observe the provision of all current Food Hygiene Regulations. Advice on the interpretation of these regulations will be given by the Council's Environmental Health Officers and their decision on all matters of food hygiene is final and binding. All stall holders on the Market are required to have a food hygiene rating of 3 stars and above. The certificate must be visible at all times. Should a trader fall below this rating, they will be given a maximum of 12 weeks to request a reassessment or appeal the decision. If after reassessment the rating does

not achieve 3 stars, the trader will not be able to trade on the Market until the 3-star rating is achieved. Any contravention of these regulations will result in immediate dismissal from the Market. If the Trader does not have a food hygiene rating, they will not be allowed to operate on the Market.

11. INSURANCE

- a. The Trader shall indemnify the Council from and against all claims, actions damages, losses, expenses and costs in respect of any explosion, fire, accident or injury to any person or property which may arise because of, or in connection with, the occupation or use of any stall or pitch or space on any part of the market.
- b. The Trader shall hold a valid insurance policy for public liability claims up to £5million per claim and the Trader will produce such policy and the receipt for the current year's premium to the Council when required. Traders must furnish proof of insurance when applying for a stall on the market. Thereafter they must provide annually at renewal documented proof of a valid certificate of insurance. If they do not provide evidence, they will be asked to stop attending.

12. STALL COVERS / ADAPTATION / EXTENSION ETC

- a. Stalls provided by the Council must not be adapted or moved once positioned. Any request for movement or adaptation must be made to the Market Manager. Stall set up and layout must be safe and secure without compromising the structural integrity of the stall. The Council will not accept any liability associated with any modifications or movements that have not been approved.
- b. All top sheets must be fitted securely to stalls. Clamping to the top rails is not sufficient. Where sheets extend beyond the top rail, so as to form a back cloth, these should be secured adequately by suitable weighting or fixing to hold items firm in the event of wind.
- c. Traders are not permitted to remove or disconnect the upper cross rails of a stall and must further ensure that uprights are vertical and seated firmly on the ground before occupying their stalls. Any damage to stalls or boards found when occupying a stall must be reported immediately to the Market Manager or stall erector.
- d. The cost of repairing or making-good any damages to stalls, fittings or other property caused by a Trader, their employees or assistants, will be charged to that Trader.
- e. The trader is responsible for fitting their own covers and ensuring that sheets are secured together adequately. All covers must be securely fitted using eyebolts or clamps. Any borrowed stall covers and clamps must be neatly folded and placed on the table ready for collection by the stall erectors at the close of the market. Failure to return the borrowed cover and clamps will result in a charge being passed to the trader.
- f. All traders are responsible for ensuring the best presentation of their pitch/stall. Should the trader fail to provide the required standard of presentation, then the Market Manager will be entitled to serve notice on the trader and may ultimately ask the trader to leave the market.
- g. Any request to extend the stalls must be approved by the Market Manager. All extensions must not impede the 4m emergency access. If the Market Manager finds the extension to be too large you will be instructed to reduce or be charged for the additional space accordingly.

- h. Stallholders may not place goods either on the ground or hanging from a stall outside of the area allocated to them, and always must ensure that avenues are kept clear of receptacles and merchandise. All goods for sale and other equipment are to be set out so that the risk of slips, trips or falls is minimised.
- i. Traders are expected to meet the specifications and standards for each market as per Appendix B.

13. TRADERS REFUSE

- a. It is the responsibility of the Trader to manage trade waste until the end of the market in a neat and tidy manner which does not compromise the safety and well-being of the public. Fruit and vegetable waste should be stored in suitable receptacles until the end of market. This will remain the responsibility of the Trader to ensure that throughout the day as necessary, all trade waste is separated, compressed and held in appropriate receptacles ready for collection by SKDC refuse collection service. The trader must ensure that their trading areas are kept clear of trade litter at all times. Any trader failing to manage their waste in a responsible manner will be asked to leave the market. SKDC reserves the right to charge for waste collection in line with the fees and charges.

14. PEDESTRIAN ACCESS

- a. Where spaces or gaps are provided for use by members of the public, these must remain clear at all times. The street footpaths must be kept clean at all times. They should, under no circumstances, be used for display or storage purposes, irrespective of the footpath width. Any vehicles that are sited at the rear of stalls must not encroach upon the footpaths.

15. ELECTRICITY SERVICES FOR STALLS

- a. All electrical apparatus shall be in accordance with IEE Regulations (17th Edition) and be weatherproof, fixed securely, protected by circuit breakers or fuses, adequately insulated, in good condition and fitted with proper terminals. It is the responsibility of the trader to ensure all electrical equipment has been PAT tested annually. Any electricity that is utilised by the trader will be charged for by the Council accordingly.

16. EMERGENCY SERVICES / PROCEDURES

- a. Traders must keep all gaps between stalls clear at all times.
- b. Traders must keep goods and stock within the area of the allocated stall/pitch. Encroachment beyond the allocated area is not permitted.
- c. Encroachment into the 4m emergency vehicle clear way will not be permitted at any time during the active market.
- d. Occasionally, it may be necessary to evacuate the market in the event of an emergency to ensure the safety of traders, employees and members of the public. Evacuations will be directed by the emergency services or the Market Manager and team. Traders can assist in ensuring a calm and safe evacuation by obeying the instructions of emergency services and passing guidance to any members of the public.
- e. Given the nature of the market there is no officially designated assembly point. The market has numerous access points; therefore the principal focus of an evacuation will be to direct members of the public away from any potential danger.

- f. In the event of a terrorist attack, the instruction to the public, traders and staff will be to **RUN, HIDE, TELL.**
- g. **RUN** if there is a safe route to do so. Insist others go with you. Do not let them slow you down. Leave belongings behind
- h. **HIDE** if you cannot run. Find cover from gunfire. Lock the door and barricade yourself in. Move away from the door. Be very quiet, silence your phone.
- i. **TELL** emergency services by dialling 999 when you are safe. Give the location and direction the attacker is moving in.

17. CONDUCT OF TRADERS

- a. The Trader shall, at all times, conduct their business in an orderly manner without causing obstruction of the market or interfering in any way with the business of any other trader, and in compliance with instructions given from time to time by the Market Manager.
- b. The Trader shall at all time exercise courtesy towards members of the Public passing through the market or through the market place.
- c. The Council have a responsibility to provide a safe, healthy and civil working environment for its employees and people visiting their place of work. It recognises that it has an obligation to strive to eliminate the distress/danger posed by unacceptable behaviour and will be fully supportive of those who are affected by unacceptable behaviour encountered as a result or during the course of their work.

18. BEHAVIOUR AND DISCIPLINE PROCEDURE

- a. The Council reserves the right to exclude from the market any Trader causing, provoking or participating in any altercation with another trader or member of the public, be it verbal or physical.
- b. The Council also reserves the right to exclude from the market any Trader who contravenes any regulations governed by the Code of Practice.
- c. Any exclusion from the market may be effective immediately. However, it will be deemed a temporary measure pending full investigation by the Council.
- d. Any investigation will be dealt with within three weeks of an exclusion taking place and the Trader concerned informed of the decision of the Council within that three-week period.
- e. The Council also reserves the right to issue written warnings which may lead to exclusion depending upon the nature of the misconduct. Exclusion may follow a maximum of two written warnings within two years.
- f. Traders will have the right to appeal against any decision of the council made under these Regulations. In such cases, an Appeals Panel will be established comprising of the Business Manager, the Cabinet Member responsible for Markets and a Committee Member of the MTF (Market Traders Federation) plus any additional relevant Officers.
- g. Evidence will be provided to the Panel by the Markets Manager and any other relevant witnesses or character referees.

- h. **Any sexist, racist, homophobic, transphobic, or any other derogatory speech will not be tolerated. You will be asked to leave the market immediately and excluded from all further markets.**

19. LAYOUT

- a. The Council reserves the right to alter the layout of the market. Consultation with all traders will be undertaken as required and when any proposed alteration is for a permanent basis.

20. SERVICE STANDARDS

- a. For Regular Traders, the Council will, unless circumstances warrant change, provide the following for each market:
- A market stall/stalls in serviceable condition and complete with boarding (sheets can be provided on request subject to availability),
 - A trading pitch as an alternative to a stall,
 - Provision, by agreement and where available and appropriate, for vehicles to park alongside stalls/pitches (chargeable at the appropriate rate plus VAT),
 - Stalls/pitches, unless instructed by the Market Manager, available from 7am on the trading day up to 4pm,
 - A clean market site at close. Traders are to ensure that their waste has been appropriately stored and dismantled in order to enable this. All Fruit and Vegetable traders are also to ensure that their trading area is clean and tidy upon departure,
 - A competent member of staff, to deal with problems and manage the site throughout the normal trading day of each main market (Bourne and Stamford Saturday markets are excluded) but the Manager or deputy will remain contactable throughout the active market(s),
 - A key contact list and details (Appendix C),
 - Details of the Councils Complaints Procedure upon request,
 - Advance notice of any rental increase due for the following year,
 - The opportunity for all Traders to attend meetings including an "Annual General Meeting" to discuss topical issues and debate ideas about the service. The Council will also meet with representatives of the Market Traders Federation on a regular basis.

21. HEALTH AND SAFETY RESPONSIBILITIES

- a. Due to possible risks to the public when passing through the Market it is responsibility of all traders to ascertain and comply with Health and Safety Legislation concerning the operation of their stall or mobile trading unit from a pitch.
- b. All traders are expected to:
- Familiarise themselves with the Health and Safety Legislation and requirements,
 - Undertake appropriate risk assessments, and safe systems of working that are implemented and regularly reviewed,
 - Ensure all employees, agents and contractors are adequately informed, instructed, supervised, and trained in Health and Safety matters,
 - Take reasonable care of their health, safety and welfare, and that of others who may be affected by their acts or omissions,
 - Work correctly and safely in accordance with all training and instruction,
 - Make available and ensure the use of appropriate personal protective equipment and clothing suitable for the task,

- Take appropriate corrective action with respect to any person failing to carry out a Health and Safety duty assigned to them, for which they have received appropriate instruction, or who endangers any person by act or omission,
 - Assist the Market Manager by reporting any incident that has or may cause injury to a person,
 - Provide and maintain a first aid kit, and
 - Co-operate and comply with all directions of the Market Manager.
- c. Failing to follow these requirements could lead to a permanent ban on being able to trade at SKDC marketplaces depending on the circumstances.

22. ANNUAL CONDITIONS FOR SPECIFIC MARKETS

Grantham Saturday Market

- a. All footpaths within Narrow Westgate are to be kept clear.
- b. Due to the restricted road width all Stalls are to be sited in designated lay-bys in Narrow Westgate from the Market Place to Wide Westgate. All Narrow Westgate traders are to conduct business from the confines of a standard market stall or equivalent size pitch. The positioning of other stalls outside this area will be at the discretion of the Market Manager.
- c. For loading and off-loading purposes within Narrow Westgate to the junction with Butchers Row, a two-way traffic system, with direction of travel from Wide Westgate to the Market Place applies, with parking on one side only. This will ensure access at all times for emergency vehicles and other traders. Vehicles must be attended at all times during the loading and unloading operations.
- D. All stalls shall be occupied by 8.30am and vehicles removed from the market area by that time unless sanctioned by the market Manager.

Bourne Saturday Market

- a. The Trader will operate from within their designated pitch or stall position.
- b. The Trader will erect and dismantle their own stall (which will not be provided by the Council) and is responsible for their and the public's safety in this regard.
- c. The Trader will observe the Council's Health and Safety Policy in the erection and dismantling of the stall. A copy of this Policy is available upon request from the Market Manager.
- d. The Market Manager will not attend this market regularly but may be contacted by telephone in the usual manner or via their deputy.
- e. The Trader is responsible for the removal and disposal of their own trade waste in the proper manner.
- f. The Trader will receive a 50% discount on the market charge in recognition of their additional duties at this market.

Stamford Friday Market

- a. All footpaths within Broad Street are to remain clear of vehicles and equipment.

- b. All Stalls and pitches are to be sited on both sides of Broad Street from the junction of Newgates to Red Lion Street.
- c. All traders situated from the top of Ironmonger Street leading down to the main High Street are to comply with the Road Traffic Order governed by Lincolnshire County Council Highways. The movement of vehicles is only permitted between the hours of 1000 – 1600hrs, unless sanctioned by the Market Manager.
- e. For loading and off-loading purposes within Broad Street, a two-way traffic system, with direction of travel from Red Lion Street to the Newgates applies, with parking on one side only where possible. This will ensure access at all times for emergency vehicles and other traders. Vehicles must be attended at all times during the loading and unloading operations.
- f. All traders situated in Ironmonger Street are to adopt a safe common-sense approach of loading/unloading as vehicle space is very limited. Traders are also to be aware that market stalls on Ironmonger Street will be rotated on a weekly basis to opposite sides of the street to assist the regular businesses situated on both sides.

Stamford Saturday Markets (High Street & Red Lion Square)

- a. All Traders will trade from their designated pitch or stall.
- b. The Trader is responsible for the removal and disposal of all trade waste in the proper manner.
- c. The Market Manager will not attend this market regularly but may be contacted by telephone in the usual manner if required. There will be a Deputy on the market on Saturdays.

All markets

- a. The Council reserves the right to make any changes to these arrangements deemed necessary to accommodate planned and maintenance works to the Highways and any other factor which affects the general layout and operational requirements of the market.

23. RECORD MANAGEMENT / MARKET TRADER UPDATE FORM

- a. It is important that the Market Trader Update Form is completed annually and returned promptly. Please ensure a copy of your current insurance document is returned with the form. All information recorded will be held for the sole purpose of Market administration. Failure to return this form will jeopardise any future trading on the markets.

APPENDIX A – SCALE OF CHARGES – 2024/2025 Financial Year (£)

<u>Market</u>	<u>Stall (Single)</u>	<u>Pitch (3.05M x 3.05M)</u>	<u>Small vehicles (including VAT)</u>	<u>Large vehicles (including VAT)</u>
Grantham General (Sat)				
Regular Traders	£24.40	£22.70	£7.60	£11.30
Casual Traders	£27.10	£23.80	£7.60	£11.30
Hot Food Unit*	N/A	£27.10	£7.60	£11.30
Fruit & Veg waste surcharge	+£6.00 per stall (inc. VAT)			
Covers (casuals only)	£1.70			
Stamford General (Fri)				
Regular Traders	£28.10	£24.90	£7.60	£11.90
Casual Traders	£31.40	£28.10	£7.60	£11.90
Hot Food Unit*	N/A	£31.40	£6.80	£10.45
Fruit & Vegetable waste surcharge	+£6.00 per stall (inc. VAT)			
Covers (casuals only)	£1.70			
Bourne General (Thurs)				
Regular Traders	£21.60	£18.40	£8.10	£11.90
Casual Traders	£21.00	£16.75	£8.10	£11.90
Hot Food Unit*	N/A	£23.80	£8.10	£11.90
Fruit & Veg waste surcharge	+£6.00 per stall (inc VAT)			
Covers	N/A			

<u>Other Markets</u>	<u>Stall (Single)</u>	<u>Pitch</u>	<u>Small vehicles (including VAT)</u>	<u>Large vehicles (including VAT)</u>
Stall Hire (ex-labour)	£12.40per day	N/A	N/A	N/A
Pop-up stall Hire	£12.40per day	N/A	N/A	N/A
Market Sheet Hire	£1.00 per day	N/A	N/A	N/A

Stall Information

Additional stalls will be charged at the same rate as 1 stall when required to make a multiple of stalls:

- Rent for stalls and pitches are VAT exempt.
- Rent for vehicles parked in the market area are not VAT exempt
- Stalls are 3.05m x 1.22m or (10ft by 4ft).
- Pitches are 3.05m x 3.05m or 100sqft.

2024/2025 – Number of markets on which charging to be based

Rent payable is based on the following process:

- No of trading days per year,
- Minus agreed non-trading days (Relevant bank holidays which fall on trading days e.g. Christmas Day),

- Minus 5 free trading days (agreed pre-booked holidays or sickness).

The total number of agreed trading days over the year is divided by 12 to ascertain the monthly direct debit payment amount. Trading days will be agreed with the Market Manager on a case-by-case basis.

APPENDIX B – TRADER STALL STANDARDS & SPECIFICATION

Pitches must not encroach beyond the area paid for and specified by the market Manager.

Grantham Market

All Stalls must be green and white striped canvas roof and sides. Transparent side sheets may be used where agreed. Backcloths are optional.

All covers must be securely fitted. Stall covers that have been borrowed by Traders must be neatly folded and placed on the table ready for collection by the stall erectors.

Stamford Market(s)

All Stalls must be green and white striped canvas roof and sides. Transparent side sheets may be used where agreed. Backcloths are optional. Matching green and/or white front aprons where required.

All must be securely fitted. Stall covers that have been borrowed by Traders must be neatly folded and placed on the table ready for collection by the stall erectors.

Bourne Market

Traders must use the green and white striped pop-up stalls or green and white striped canvas roof and sides. Transparent side sheets may be used where agreed. Backcloths are optional. Matching green and/or white front aprons where required.

Trestle tables must have green and/or white aprons. Where there is insufficient pop-up stalls, standard stalls are to be used and must be green and white striped canvas roof and sides. Transparency sides may be used where agreed. Backcloths are optional.

All must be securely fitted.

APPENDIX C – KEY CONTACTS (Waste and Markets)

Address for all correspondence:

South Kesteven District Council
Leisure & Amenities
Council Offices
St Catherine's Road
Grantham
Lincolnshire
NG31 6TT

Website: www.southkesteven.gov.uk

Email: markets@southkesteven.gov.uk

Craig Rudd

Markets Manager

Mobile no:

07340 384871

Email:

craig.rudd@southkesteven.gov.uk

Paul Gattlin

Stamford Chargehand

Mobile no:

07385 115803

Email:

paul.gattlin@southkesteven.gov.uk

David Walker

Grantham Chargehand

Mobile no:

07385 115802

Email:

david.walker@southkesteven.gov.uk



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Culture and Leisure Overview and Scrutiny Committee

Tuesday, 3 September 2024

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

Sport and Physical Activity Strategy 2021-2026 - September 2024 Update

Report Author

Bethany Goodman, Physical Activity and Wellbeing Lead

✉ bethany.goodman@southkesteven.gov.uk

Purpose of Report

To provide an updated Sport and Physical Strategy for South Kesteven District Council (2021 to 2026) and to update on the progress and delivery of the Action Plan.

Recommendations

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

- 1. Suggests any enhancements to the extent and clarity of the information produced for the next six-monthly update report.**
- 2. Considers the results of the latest Active Lives data available for South Kesteven and notes the results of the future Active Lives survey data will form part of regular six-monthly updates.**
- 3. Recommends the refreshed Council's Sport and Physical Activity Strategy, which includes the amendments previously agreed upon at the**

meeting of Culture and Leisure Overview and Scrutiny held on 26 March 2024 for approval.

Decision Information

Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Connecting communities
Which wards are impacted?	All Wards

1. Implications

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

Finance and Procurement

- 1.1 There are no financial implications for the Council in relation to this report. The work completed to date has been undertaken within identified budgets and using grants awarded to the Council. If any initiatives are identified which require budget or investment, then an appropriate business case will be developed which identifies the cost and the associated benefit to the community.

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

Legal and Governance

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

Completed by: **Graham Watts, Monitoring Officer**

2. Background to the Report

- 2.1 The Council's Corporate Plan (2024-27) identifies Connecting Communities as a key priority. To underpin this priority, the Council is delivering on the Sport and Physical Activity Strategy (the Strategy) which was adopted in 2021. The Council's Leisure Team is responsible for implementing the actions identified in the Strategy, targeting key areas, and working with partners to provide opportunities for residents and visitors to live healthy, active lifestyles.

2.2 The Council's Culture and Leisure Overview and Scrutiny Committee has previously agreed to receive a six-monthly update on progress on the Action Plan contained within the Strategy, the most recent update being provided at a meeting of the Committee on 26 March 2024 (see **Background Papers**).

2.3 The remainder of this report provides a further update and is broken into two key areas with subsets as follows:

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
- Events
- Amendments to the Sport and Physical Activity Strategy 2021-2026

B. The Active Lives Survey

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

Physical Activity Initiatives for Council Employees

2.4 Throughout May 2024, Council Officers took part in a Move 5k a Day challenge. This was kickstarted with a 5km Wellbeing Walk on 1 May 2024 around Grantham and involved Officers continuing to walk, cycle, row or run every day throughout the rest of the month to improve their physical and mental health. This initiative raised £110.00 for The Mental Health Foundation.

2.5 The theme for Mental Health Awareness Week, 13 – 19 May 2024, was Movement: Moving more for our Mental Health. During this period Council Officers took part in a range of sessions including Wimhof Breathwork, Djembe Drumming, Yoga, Mental Health Workshops and a Mental Health First Aider Network Group. Move more workout cards (see **Appendix One**) were also made available to all employees alongside resistance bands, and free fruit was provided throughout the week.

2.6 In July 2024, Officers took part in a friendly 90-minute, 11 a side football match at South Kesteven Sports Stadium. This raised over £350.00 for Prostate Cancer UK which helps fund lifechanging research, campaigning for change and providing much needed support.

Partnership and Collaborative Working

- 2.7 The Council alone cannot achieve its corporate ambition of Connecting Communities, and accordingly Officers have continued to collaborate with partner organisations, stakeholders, and communities. Since the previous update provided to this Committee, new relationships have been developed and activities attended, these include:
- Monthly attendance at County Leisure Leads meetings coordinated by Active Lincolnshire.
 - Monthly attendance at UK Active Webinars
 - Attendance at 'We are Undefeatable' webinars, including the creation of a draft case study which details how South Kesteven District Council supports the campaigns.
 - Attendance at the Get Active: The Sport Strategy Conference in London
 - Attendance at the Chief Cultural and Leisure Officers Association (CLOA) Annual General Meeting which explored how local leisure can play a crucial role in improving the health and wellbeing of the population.
 - Attendance at the Grantham Partnership Board where local initiatives relating to physical activity are discussed and promoted.
 - Attendance at the Lincolnshire District Wide Health and Wellbeing Working Group, which enables knowledge sharing and communication across the District Councils.
 - Attendance at the Lincolnshire District Wide Health Weight Partnership Board.
 - Attendance at the Stakeholder Engagement Forum which discussed the recommissioning of the Integrated Lifestyle Service ahead of July 2025.
- 2.8 Council Officers are continuing to work with The Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) by feeding into the Lincolnshire Local Skills Accountability Board. This brings employers and education providers together to identify the sector challenges, skills gaps and concerns within Lincolnshire. A sport and physical activity sector local skills plan is in the process of being created which will have themes, recommendations, actions and objectives within it.
- 2.9 Strong relationships have been formed with neighbouring Districts within Lincolnshire where collaborative working has formed. Learnings and ideas have been positively shared in relation to the delivery of the local Health and Wellbeing Action Plan, wellbeing initiatives and beyond.
- 2.10 The Council has also supported the Mind and Body Programme Event held at Stamford Arts Centre on 5 July 2024. This event was delivered by 'The Wellness Network' to discuss the 7 Pillars of Health, The Wheel of Needs, Resilience and Mindfulness to residents.

- 2.11 The Council's Leisure and Property teams have been working collaboratively to identify potential enhancements to its play areas within the District utilising s106 developer contributions. This supports the valuable role of play in supporting the physical health and mental wellbeing of children and young people.
- 2.12 A strong partnership has been established with Lincolnshire County Council to promote active travel and to ensure South Kesteven are considered for future opportunities.
- 2.13 The Council have continued to work with Positive Futures to identify locations within the district who use sport and physical activity to engage with young people in deprived communities. Positive Futures offers a free of charge, leading community sports programme for individuals to attend.
- 2.14 Since the opening of the refurbished Tennis Courts in Wyndham Park in December 2023, Grantham Tennis Club have offered two hours free court hire every day which has seen a total of 240 free bookings being delivered to date. The courts are also available for pay per play public hire and 334 bookings have been made so far. In addition to this, the following activities have taken place -
- Positive Futures deliver two hours of free sessions per week to teenagers.
 - Free tennis activator mornings have taken place every Sunday for one hour, these have averaged 15 attendances each session.
 - Active at 60's sessions – these are two hours free sessions for those enrolled onto the Sport England scheme.
 - Free organised tennis sessions at the Wyndham Park Easter Festival
 - Free court hire all weekend across the Wyndham100 Festival

Leisure Facilities

- 2.15 Officers continue to work with the Council's leisure provider LeisureSK Ltd in delivering the Sport and Physical Activity Strategy with the list below detailing activity being undertaken:
- Wellbeing walks continue to take place from Bourne Leisure Centre on a Wednesday and Friday morning, Stamford Leisure Pool on a Thursday afternoon, and Grantham Meres Leisure Centre on a Thursday.
 - Good Boost, which is an app based therapeutic water exercise programme for people with musculoskeletal conditions, continues to be delivered at Bourne Leisure Centre and Grantham Meres Leisure Centre.
 - Half term swim crash courses continue to be delivered across all the centres.
 - Exercise on Prescription continues to be delivered across all the centres.
 - Special Educational Needs and Disability (SEND) swimming lessons and dedicated family swim sessions continue to run at Bourne Leisure Centre. These sessions have now also been launched at Grantham Meres Leisure Centre.

- Fighting Fit Cancer Rehabilitation classes continue to run at Bourne Leisure Centre in partnership with the Lincoln City Football Foundation.
- Specialist classes at Bourne Leisure Centre which provide targeted interventions and provide enhanced health and wellbeing outcomes. These include classes for those suffering from Chronic Obstructive Pulmonary Disease (COPD), Cardiac Rehabilitation, Disability Circuits, Mindfulness Meditation, and classes to aid balance and coordination.

- 2.16 In addition the Council are continuing to invest in its leisure centres using funding initiatives such as the Council's Climate Reserve, the Sport England Swimming Pool Support Fund and the Public Sector Decarbonisation Scheme Phase3c, as well as undertaking ongoing maintenance works which form part of the planned preventative maintenance schedule.

Active Lincolnshire

- 2.17 The Council continues to promote the online Activity Finder to enable residents to source activities in their local area, this can be found online at: <https://www.activelincolnshire.com/get-involved/lets-move-lincolnshire/club-and-activity-finder> . This can also be accessed through the Council's website, making it even easier for residents to find activities: <https://www.southkesteven.gov.uk/arts-leisure-and-culture/sports-and-leisure/activity-finder>.
- 2.18 South Kesteven District Council and Stamford Health Education and Awareness Charity (SHEAC) have worked closely to promote the online activity finder to local activity providers within Stamford.
- 2.19 Active Lincolnshire hosted the Activity Zone at the Lincolnshire Show in June 2024 which was a fantastic opportunity to showcase some of the wide range of opportunities that take place within South Kesteven. Inspire+ were also in attendance, whose mission is to change young people's lives by leading healthier lifestyles through physical and wellbeing activities. The Inspire+ Impact Report can be found here: <https://www.inspireplus.org.uk/wp-content/uploads/2023/10/inspire-annual-report-2022-23-compressed.pdf> . Lincolnshire Co-op were also in attendance encouraging attendance at the Wellbeing Walks in South Kesteven along with providing free Health Checks that are available to residents.
- 2.20 Council Officers have completed Healthcare Training delivered by Sheffield Hallam University, supported by Active Lincolnshire. The aim of this training was to provide evidence-based resources to promote physical activity, to improve the management and care through physical activity to patients with long term health conditions, and help reduce service demand by ensuring GP practices are encouraging physical activity.

- 2.21 The 'Wheels for Life' hub at Grantham Meres Leisure Centre launched with the support of £7041 from Active Lincolnshire's Together Fund. This scheme supports people in transport poverty, with trained volunteers upcycling donated bikes to remove barriers to participation. To date a total of 10 bikes have been donated, with individuals able to self-refer for a bike using the [self-referral link](#).
- 2.22 Street Tag launched across primary and secondary schools within South Kesteven. This app based initiative was created by Active Lincolnshire, aiming to increase physical activity by walking or cycling at no cost.
- 2.23 Active Lincolnshire arranged a workshop which was attended by Council Officers, this provided information on how to build compelling messages and talk positively to promote the benefits of sport and physical activity.
- 2.24 A copy of the Active Lincolnshire and South Kesteven District Council District report 2023/24 can be found at **Appendix Four**.

Events

- 2.25 **Table One** below details events which have been supported or organised by the Council's Leisure Team since March 2024.

Table One: Events supported or organised by the Council's Leisure Team	
Name of event, date and location	Further details on event
Social Prescribing Day 14 March 2024 - Wyndham Park Visitor Centre	The Council's Leisure Team worked in partnership with Personalised Care Network (PCN) Team K2, to host a social prescribing day. Social Prescribers connect people to groups and services within their community to meet practical, social, and emotional needs that affect their health and wellbeing.
Cycle to the Woods Event 25 May 2024 - Wyndham Park to Belton House	Working in partnership with The Woodland Trust, the annual cycle event was held starting at Wyndham Park Visitor Centre. There were 77 participants who joined the rides throughout the day. This supported the Reconnecting Grantham project, more information can be obtained here: Londonthorpe Woods and Bellmount Project - Woodland Trust
Guided Cycle Rides Wyndham Park to Belton House	The monthly family-guided rides led by British Cycling Leaders, have continued. These rides have also expanded to include 'Geared up for Cancer' rides and Airborne Heritage rides. All ride details can be found here: Let's Ride - Rides (letsride.co.uk)

Grantham Pain Café Third Thursday of every month, 13.00-15.00 at Wyndham Park Visitor Centre	Following the success of the Grantham Aches and Pains Hub, South Kesteven District Council has worked in partnership with the NHS PCN K2 Team to set up a monthly Pain Café. Cohorts of people will be invited through their GP practice to attend the sessions to learn more about pain management, meeting like-minded people.
Grantham Young Adults Social Group First Thursday of every month, 13.00-15.00 at Wyndham Park Visitor Centre	A new Young Adults Social Group was launched in April 2024 at Wyndham Park Visitor Centre as a support network for those who might be experiencing isolation. This is a great opportunity for young adults to meet like-minded people, participate in wellbeing walks and make use of the outdoor gym at Wyndham Park.
Inspire+ Mini Olympics 11 – 13 June 2024 at South Kesteven Sports Stadium	The 2024 Mini Olympics saw over 2500 young people across South Kesteven take part in a range of sports and diverse activities, in a fun and friendly non-competitive manner. Mini Olympics - Inspire+ (inspireplus.org.uk)

- 2.26 The information provided in **Appendix Three** highlights planned future activity in the coming months.

Amendments to the Sport and Physical Activity Strategy 2021-2026

- 2.27 It was agreed during the meeting of the Culture and Leisure Overview Scrutiny Committee on 26 March 2024, a draft refreshed Sport and Physical Activity Strategy (2021-2026) would be presented at a future meeting. This can be found at **Appendix Two**.

B. The Active Lives Survey

- 2.28 The most recent Active Lives Adult Survey Data was published in April 2024 and is available online at <https://activelives.sportengland.org/>.
- 2.29 **Table Two** below presents the survey results across South Kesteven for the period November 2022 to November 2023 and compares them to the previous reporting period which was presented to a meeting of this Committee on 5 September 2023.

Table Two: Active Lives Adult Survey Data for South Kesteven			
Physical Activity Levels	Previous Data (2021-2022)	Current Data (2022-2023)	% (+/-)
Adults considered 'Active' achieving recommended 150 minutes per week	63.3%	65.1%	+1.8%
Adults considered 'Fairly Active' achieving 30-149 minutes per week	9.1%	11.9%	+2.8%
Adults considered 'Inactive' achieving less than 30 minutes per week	27.6%	23%	-3.6%

- 2.30 The most recent set of data for Children and Young People was published in December 2023. This information is unchanged since the report provided to the Culture and Leisure Overview and Scrutiny Committee in March 2024. The next set of data will become available in December 2024.

3. Key Considerations

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

4. Other Options Considered

- 4.1 The Culture and Leisure Overview and Scrutiny Committee have previously agreed to receive six-monthly updates on the delivery of the Council's Sport and Physical Activity Strategy. Therefore, the 'do nothing' option has been discounted.

5. Reasons for the Recommendations

- 5.1 The Sport and Physical Activity Strategy provides a basis for the Council to deliver on its ambition to increase health and wellbeing outcomes across South Kesteven. Members are encouraged to suggest enhancements to the extent and clarity of the information produced for the next six-monthly update report.
- 5.2 Members are also requested to consider and endorse the refreshed Sports and Physical Activity Strategy which has been updated to align outcomes with national guidance.

6. Background Papers

- 6.1 *Sport and Physical Activity Strategy – March 2024 Update* – Report to Culture and Leisure Overview and Scrutiny Committee, published 18 March 2024, available online at: <http://moderngovsvr/documents/s41314/Report.pdf>

7. Appendices

- 7.1 Appendix One – Move More Workout Card
- 7.2 Appendix Two – Refreshed Sport and Physical Activity Strategy 2021/26
- 7.3 Appendix Three – Sport and Physical Activity Strategy Action Plan
- 7.4 Appendix Four – Active Lincolnshire and South Kesteven District Council District report 2023/24

EASY WAYS TO MOVE MORE

CHALLENGE YOURSELF TO IMPROVE BY FOLLOWING OUR PROGRESSION TIPS

NO EQUIPMENT NEEDED:

TOP TIPS FOR SUCCESS

1 - Aim to complete 150 minutes of moderate exercise each week.

2 - Ideally complete 2 x strength sessions each week that work the major muscle groups. These can be any of the exercises found in the resistance bands exercises.

3 - Move for at least 5 minutes every hour.

4 - Find easy wins to move more. Why not turn meetings into walking meetings?

TOP SAFETY TIP:

PLEASE DO NOT USE A CHAIR WITH WHEELS WHEN COMPLETING ANY SEATED EXERCISES.

HAMSTRING STRETCH AND TOE POINT



SHOULDER ROLLS

PROGRESSION - ARMS RAISED LATERALLY ★



KNEE TO ELBOWS

PROGRESSION - FEET OFF THE FLOOR ★



SITTING TWISTS

PROGRESSION - FEET OFF THE FLOOR ★



LEG RAISES

PROGRESSION - MAINTAIN FEET OFF THE FLOOR ★



CHEST SQUEEZES



READY FOR A CHALLENGE? TURN OVER FOR MORE EXERCISES...



SOUTH
KESTEVEN
DISTRICT
COUNCIL

YOU WILL NEED A RESISTANCE BAND FOR THESE EXERCISES:

⌚ TIME: 30 SECONDS

LEG PRESS



SEATED
OR
STANDING

BICEP CURL



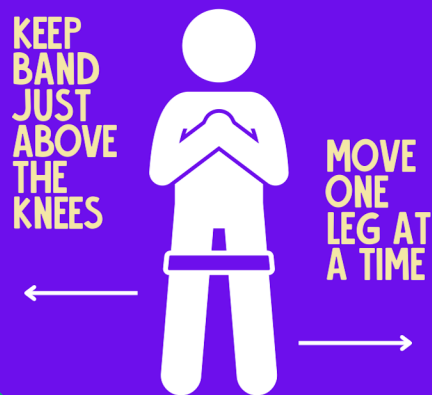
SEATED
OR
STANDING

CHEST PRESS



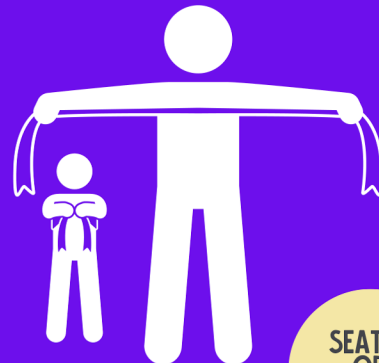
SEATED
OR
STANDING

SIDE STEPS



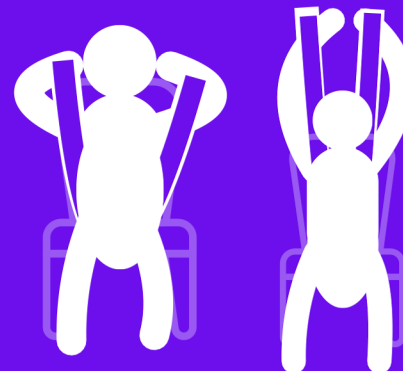
SEATED
OR
STANDING

PULL APARTS



SEATED
OR
STANDING

SHOULDER PRESS



DID YOU KNOW THAT EXERCISE CAN BE MORE EFFECTIVE THAN MEDICINE?

- Decreased Stress
- Improved Mood
- Reduced Anxiety
- Increased Energy
- Increased confidence
- Better sleep
- Weight Reduction
- Improved flexibility
- Heart, muscle and bone health



Appendix Three - Sport and Physical Activity Strategy Action Plan

Activity Area	Theme	Future Actions
Active Society	Ensure Participation is affordable and accessible to the whole community	The Council will support National Bike to Work Day in August 2024, encouraging all employees to save on their carbon footprint, taking a lower cost way to get to work along whilst being more active.
		Grantham Meres Leisure Centre continues to host holiday activities partnered with Junior Adventures Group (JAG) to enable opportunities to stay active outside of term time.
		To continue to work in partnership with local British Cycling trained ride leaders/advocates to offer monthly guided rides through Belton House, with talks from the rangers about the wildlife and the park. These rides are suitable for families, beginners and more experienced riders. Further rides such as the 'Geared up for Cancer' and 'Airborne Heritage' rides are being created.
		To create a 2025 running brochure so that 'all things running' can be located in one place to ensure opportunities to be active and participate are communicated
	Encourage physical activity as a holistic approach to wellbeing, including a focus on mental health	Continue to support work in the Deepings to establish a mental health organisation to coordinate activity and work with local residents on projects related to health and wellbeing.
		Work with health partners to promote opportunities to be active to help with overall health and wellbeing, including a review of the Council's website for wellbeing information.
		Continue to encourage GP Practices to sign up to the Active Practice Charter to make positive changes in their surgeries to boost staff and patient wellbeing by becoming more active.
		To finalise and adopt the annual workforce wellbeing strategy 2024-2028 for the Council's employees.
		To continue to provide physical and wellbeing initiatives within the Council, raising awareness through a range of different challenges and charities. Initiatives such as Gardening and craft workshops are to be implemented.
		Work with Active Lincolnshire and We are Undefeatable to develop a local campaign with local people, to encourage physical activity.
Active Place	Invest in the Council's Leisure Facilities to ensure they meet the needs of the customers	Explore options to upgrade the track condition at South Kesteven Sports Stadium.
		Utilising funding from the Sport England Swimming Pool Support Fund and the Public Sector Decarbonisation Scheme Phase 3c the Council will continue to invest in upgrading Grantham Meres Leisure Centre.
		The Council's Property and Leisure Teams will continue to work through the condition surveys prioritising works based on severity and risk.
		Continue to monitor the customer satisfaction levels via surveys and other data to ensure that the leisure facilities meet the needs of the customers. This includes monitoring feedback included on the leisure monitoring reports.
		The next annual Sport England Moving Communities Customer Satisfaction Survey is due to be distributed between mid-June and end of September 2024.
		Seek funding opportunities to see outdoor fitness sessions delivered, free of charge, across the district.
		Continue to use social media, web pages and other promotion of green and open spaces within the district.

	Explore opportunities to use parks and open spaces within the district	<p>The Parks Community Team will continue to develop a programme of events and activities to attract visitors to Wyndham Park, Grantham.</p> <p>Specification and quotes are to be obtained to upgrade the play area at the Wellhead Playing Fields, Bourne, to create more opportunities for children to be active.</p>
Active People	Support a broad range of sport and physical activity opportunities that reflect the needs of the community and visitors to the district	The Council will take control of the annual Cycle to the Woods events from 2025, to continue with the Reconnecting Granthams objectives.
		Timetable and programming for leisure facilities are being continuously reviewed and new initiatives added to ensure there are a broad range of activities on offer to residents and visitors.
		Continue to attend Youth Forum meetings in Stamford to understand how to engage with young people better and ensure Stamford has the correct opportunities available for people to participate in.
		A new Summer 'We are Undefeatable' campaign starts in August 2024, as part of which the Council will actively promote and inspire people living with long term health conditions to build physical activity into their daily routines or encourage them to try something new.
	Work with the Council's leisure provider and partners to run health intervention programmes that result in improved health and wellbeing for residents and deliver outreach activities in our communities	Create a 'Fighting Fit' class in Stamford which supports people living with or recovering from cancer. This work is in collaboration with The Lincoln City Foundation, Stamford Health Education and Awareness Charity (SHEAC) and LeisureSK Limited.
		More marketing is required to promote opportunities, especially for GP's and hospitals. Continue to develop partnerships with further GP practices through the PCN, following the success of Bourne initiatives.
		Council Officers have worked with Shine Lincolnshire to support the 'Shine Family Fun Day' being held in August 2024. This event will showcase a broad range of activities that can be undertaken in Grantham and surrounding areas, enabling people to give new activities a try, free of charge.
Active System	Recognise that physical activity is more than participation in sport and includes activities such as walking, dancing and gardening	Continue to work alongside the Design Code Project Team to influence positive changes within the district relating to open spaces, cycle routes and provision and active travel. The aim is to have the Design Code completed by May 2025.
		Continue to attend research sessions with The Ageing and Physical Activity (TAPA) network to have an influence in the outcomes within Lincolnshire and South Kesteven.
		Support the creation of walking sport groups such as walking tennis, walking netball and reintroduce a programme of activities at leisure facilities.
		Explore funding opportunities to provide physical activity opportunities to social housing residents and educate residents on benefits of gardening.
		Ensure positive messages are communicated to residents in a variety of ways, including social media, about how activity can be integrated into everyday life, showcasing the benefits relating to general health and wellbeing.
	Facilitate partnerships between authorities,	Continue to work with other organisations to promote activities and events taking place across South Kesteven.
		Development of a Local Cycling and Walking Infrastructure Plan (LCWIP) for Grantham and The Deepings, as part of the UKSPF Active Travel Budget.
		Explore funding opportunities to create an Accessibility Audit for the 3 identified cycle routes in Grantham and Stamford.
		Explore the opportunity to become an age friendly community.

organisations, communities, and groups to empower those who can make a change

Collaboration with local businesses on workplace health, active travel and physical activity initiatives. This will include the roll out of the Street Tag app to increase physical activity levels and .

Increase cycle parking opportunities within South Kesteven, working in partnership with Lincolnshire County Council and the Grantham Market Place project.

An SKDC officer working group meets quarterly to ensure collaboration across the whole council can be effective to achieve the South Kesteven Health and Wellbeing Action Plan which was adopted in December 2023.

This page is intentionally left blank

**Active Lincolnshire and South Kesteven
District Council
District report 2023/24**

The Active Partnership for Lincolnshire, Active Lincolnshire, is funded by Sport England to deliver the 'Uniting the Movement' strategy locally. Your local authority contribution enables us to create greater opportunities and impact. This annual report provides an overview of work delivered in the past 12 months.

1. The Let's Move Lincolnshire strategy

The countywide Let's Move Lincolnshire strategy focusses on themes that will make greatest difference to enabling people to be more active. These themes are connecting with health and wellbeing, connecting communities, recover and reinvent, positive experiences for children and young people, active environments, and agile systems. The strategy is underpinned by a commitment to tackling inequalities, recognising the barriers some people face to being active.

The strategy is the key delivery mechanism of the Physical Activity priority within the joint health and wellbeing strategy and aligns with the joint district health and wellbeing strategy.

The Let's Move Lincolnshire taskforce supports the delivery of the strategy, a collective of people with influence across the public and third sector who are coming together several times a year to talk about the challenges and opportunities in delivering Let's Move Lincolnshire.

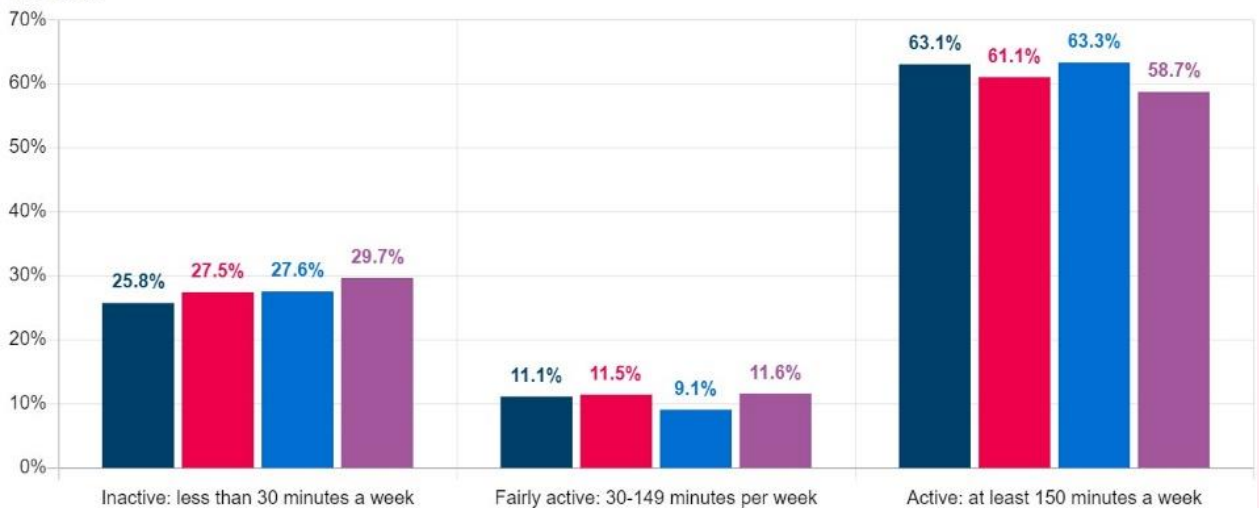
2. An update on Activity Levels in your district - Adults

The graph below shows the Active Lives data that is available for South Kesteven District Council area, with the averages for Lincolnshire, the East Midlands, and England also show for comparison. 150 minutes of physical activity each week is the government recommended guideline for adults.

- South Kesteven has more inactive adults (27.6%) than the region and England averages.
- The number of adults achieving the government physical activity guidelines is higher than the county, region, and England averages (63.3%).
- Compared to the other Lincolnshire districts, South Kesteven ranks 2nd (out of 7) for adults achieving the recommended amount of activity, meaning that its adults are some of the most active in the county, and also the region, and England. However, it is important to note that over 36% are not achieving the recommended amount of activity.

Levels of activity (Main - 3 categories)

Nov 21-22



Levels of activity (Main - 3 categories)

% Levels of activity (Main - 3 categories) by Where:

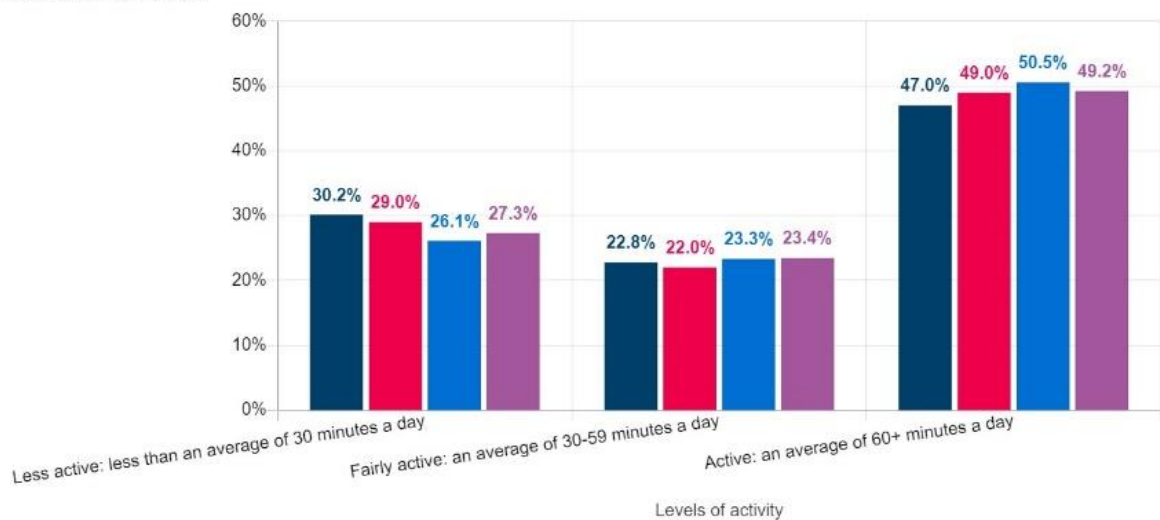
■ England (Nation) ■ East Midlands Region ■ South Kesteven LA ■ Lincolnshire CC

3. An update on Activity Levels in your district – Children & Young People

The graph below shows the Active Lives data that is available for South Kesteven District Council area relating to 5-16-year-olds, with the averages for Lincolnshire, the East Midlands, and England also show for comparison. 60 minutes of physical activity each day is the government recommended guideline for children.

- South Kesteven has a lower inactive child and young people population (26.1%) than the county, region, and England averages.
- South Kesteven has a higher percentage of children and young people achieving the government guidelines (50.5%) than the county, region, and England averages.
- Compared to other districts in the county South Kesteven ranks 2nd (out of 7) for child and young people achieving the recommended amount of activity, meaning that its children and young people are some of the most active in the county, and also region, and England. However, it is important to note that almost half are not achieving this recommended amount.

Levels of activity
Academic Year 22-23



% Levels of activity by Where:
 ■ England (Nation) ■ East Midlands Region ■ South Kesteven LA ■ Lincolnshire CC

4. Tackling inequalities

Together Fund investment and impact in your district

Active Lincolnshire have awarded £28,872.15 of Sport England Together Fund investment in your district, with South Kesteven residents benefitting with sport and physical activity opportunities through:

- Good Boost at Grantham Meres Leisure Centre, BID services, SKDC community exercise classes, Bourne Rugby club, Wheels for Life, and the Holiday Activities and Food Programme.
- **BID Services** received £2,531 to support children and young people with sensory impairments to come together with their families and engage in accessible, inclusive activities.

5. Active environments

Opening School Facilities (OSF) investment and impact in your district

A 3-year Department for Education investment has enabled Active Lincolnshire to award over £300,000 to 17 schools in the first year. The funding enables schools to open their facilities for physical activity use by the local community and pupil outside of the normal school day.

Three schools in South Kesteven: Stamford Welland Academy, Prior Ruskin Academy, and Kesteven and Grantham Girls School have received over £47,200, enabling extra-curricular and community badminton, cricket, tennis, netball, health and fitness, and volleyball to take place. We have worked with schools to support sustainable plans to help facilities stay open in the long-term and further funding will be awarded to schools in years two and three of the project.

Wheels for Life

Our bike donation and rehoming hubs have opened across the county, your nearest hub is in Grantham.

Street Tag

Launched in South Kesteven in January 2024. Street Tag is a free virtual tagging app providing a fun way to walk or wheel around your community. Over 108 miles have been logged in South Kesteven so far. We also linked in with the Lincolnshire Show, creating tags around the showground throughout the two-day event.

6. Children and Young People

School Games

Supported by Active Lincolnshire, the school games organiser for the South West School Sport Partnership worked to support students transitioning from primary to secondary school using the power of movement, sport, and physical activity [Read more.](#)

M2 Movement and Mindfulness

This project has funded five primary schools to bring together physical activity and mindfulness to support girls to become more active, resilient, and confident [Read more.](#)

Lincolnshire Show

In June 2023 we hosted the Activity zone at the Lincolnshire Show.

- Working with a range of partner organisations, 17 different activities were offered over the two-day event.
- Satisfaction levels from activity providers on their experience of the attending was 8.7 out of 10.

7. Physical Activity sector support

We provide and support **networking opportunities** to help the sport and physical activity sector connect. These groups include the Leisure leads group, School Games Organisers meeting, NGB collective, and more. As part of our desire to connect and enable the sector in September we hosted two Connect events, one in Skegness and one in Spalding where we brought together local organisations with national partners such as CIMSPA.

- 173 people booked onto these events with people attending from seven sectors.
- 91% of people rated these events positively, with the speed dating get to know one another opportunities being very popular.

We have recruited a **Sport Welfare Manager** who works with Clubs and National Governing Bodies across the county to support with best practice and upskilling in the welfare of participation, one of a national network of Welfare managers funded by Sport England.

The [Let's Move Lincolnshire Activity Finder and website](#) continues to provide a central resource for people to search for activities and places. There are currently 413 activities, 24 providers, and 10 places listed in South Kesteven.

We continue to support onboarding to the system, raise awareness of the availability of the Activity Finder, and can place an Activity Finder widget on other websites. You can find an example of this in use on the Connect to Support website [Connect to Support Lincolnshire | Lincolnshire](#)

Lincolnshire Sport and Physical Activity Awards 2023

The annual awards provide an opportunity to recognise and celebrate the outstanding individuals and organisations in the county who have gone the extra mile to inspire people to get active. Details of the 2023 winners can be found here [LSPAA 2023 award winners](#). Nominations for the 2024 awards will open shortly. The awards would not be possible without sponsorship, if you would like to find out more about sponsoring the awards, please contact communications@activelincolnshire.com

8. Connecting with Health and Wellbeing

- 17 **This Mum Moves Ambassadors** have been trained in Lincolnshire.
- 126 activity providers across the county have completed the **Long Covid and physical activity training**.
- 26 health and care professionals have attended training on **physical activity and the management and prevention of long-term conditions** through the Physical Activity Clinical Champions programme. Another training session is scheduled for the 17th April 2024.

9. Future plans

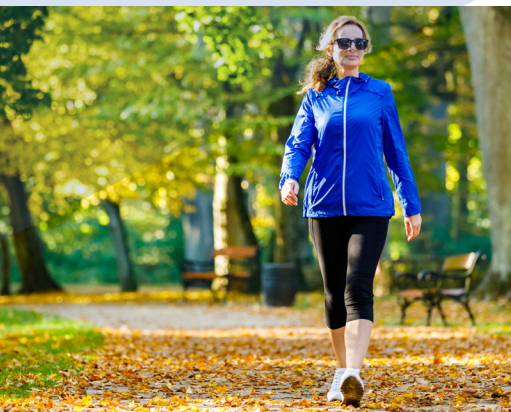
Our focus will continue to be to support and enable partners to create more active environments, underpinned by our focus on tackling inequalities.

Sport England are making significant investments into a **place-based approach** to working with those who are experiencing the greatest inequalities in terms of physical activity, deprivation, and health. More information about this will follow.

2024 will be the 20th year of the Lincolnshire Sport and Physical Activity Awards, look out for more information about awards and nominations in the coming weeks.

Sport & Physical Activity Strategy

2021/26



SOUTH
KESTEVEN
DISTRICT
COUNCIL

Contents

Vision:

**Inspiring everyone to
live a more active life**

Mission:

**Providing opportunities
for people to be more
active, more often**

Our Vision for South Kesteven	3
The Importance of Sport and Physical Activity	4
About our District - Key Issues in South Kesteven	6
Priorities for South Kesteven	8
Key Themes	10
Action Plan	12
Our Facilities	14
Links to Key Documents - References	14
Contact Details	15

Our vision for South Kesteven

Our Corporate Plan clearly sets out how South Kesteven District Council intends to be 'a thriving District to live in, work and visit'.

This plan outlines our role in ensuring we have connected communities and encourage sport and physical activity to support healthy lifestyles and reduce health inequalities.

As a Council, we have shown our commitment to ensuring there are opportunities for people to be active in South Kesteven, including the establishment of LeisureSK Ltd who took over the management of the Council's leisure centres in January 2021. We will work together to provide high quality facilities, that are customer focused and meet the needs of residents in South Kesteven. We also have a shared ambition to provide outreach activities in our communities, providing opportunities for all to be active across the whole District.

We have shown that we can work with partners and adapt to ever-changing circumstances. During the COVID-19 crisis we remained proud supporters of the Mini Olympics and, although it was not possible to run the event at our South Kesteven Sports Stadium, local sports charity Inspire+ ran a virtual event. This meant that, although our young people could not all be in one place to celebrate everything the Olympics encompasses, they could still be active from their schools and in their homes.

As a district council, we will continue to work hand-in-hand with other partners and stakeholders at a district, county and national level so that collectively we can deliver for the residents of South Kesteven. We want to tackle the inequalities we see in participation in sport and physical activity and health, remove barriers and provide residents and visitors to South Kesteven with opportunities to "be more

active, more often." This needs to be integrated into our lifestyles, not just in organised sport and physical activity, but in the way we commute, in our workplaces and how we choose to spend our free time.

This strategy is a vision for the next five years. It sets out the mission to provide opportunities that our residents need now and, in the future, to build healthy and strong communities and encourage residents to live healthy, active lifestyles.



Cllr Ashley Baxter

Leader of the Council and Cabinet Member for Finance and Economic Development
South Kesteven District Council



Cllr Paul Stokes

Deputy Leader of the Council and Cabinet Member for Culture and Leisure

@southkesteven

@southkdc

[linkedin.com/company/south-kesteven-council](https://www.linkedin.com/company/south-kesteven-council)



The importance of sport and physical activity

BENEFITS OF EXERCISE²:

 Develops co-ordination	 Strengthens muscles and bones	 Reduces stress
 Boosts self esteem	 Makes you feel good	 Improves quality of life
 Improves sleep quality	 Helps maintain healthy weight	 Improves health and fitness
 Improves concentration and learning		

It's medically proven that people who do regular physical activity have³:



The benefits of physical activity are well documented. For young people, sport and physical activity helps their bodies and minds develop, and in the older generation being physically active reduces the risk of illnesses such as heart disease, stroke, certain types of cancer and osteoporosis. Being physically active has a positive effect on our mental wellbeing by reducing anxiety, combatting loneliness, and reducing the impact of social isolation.

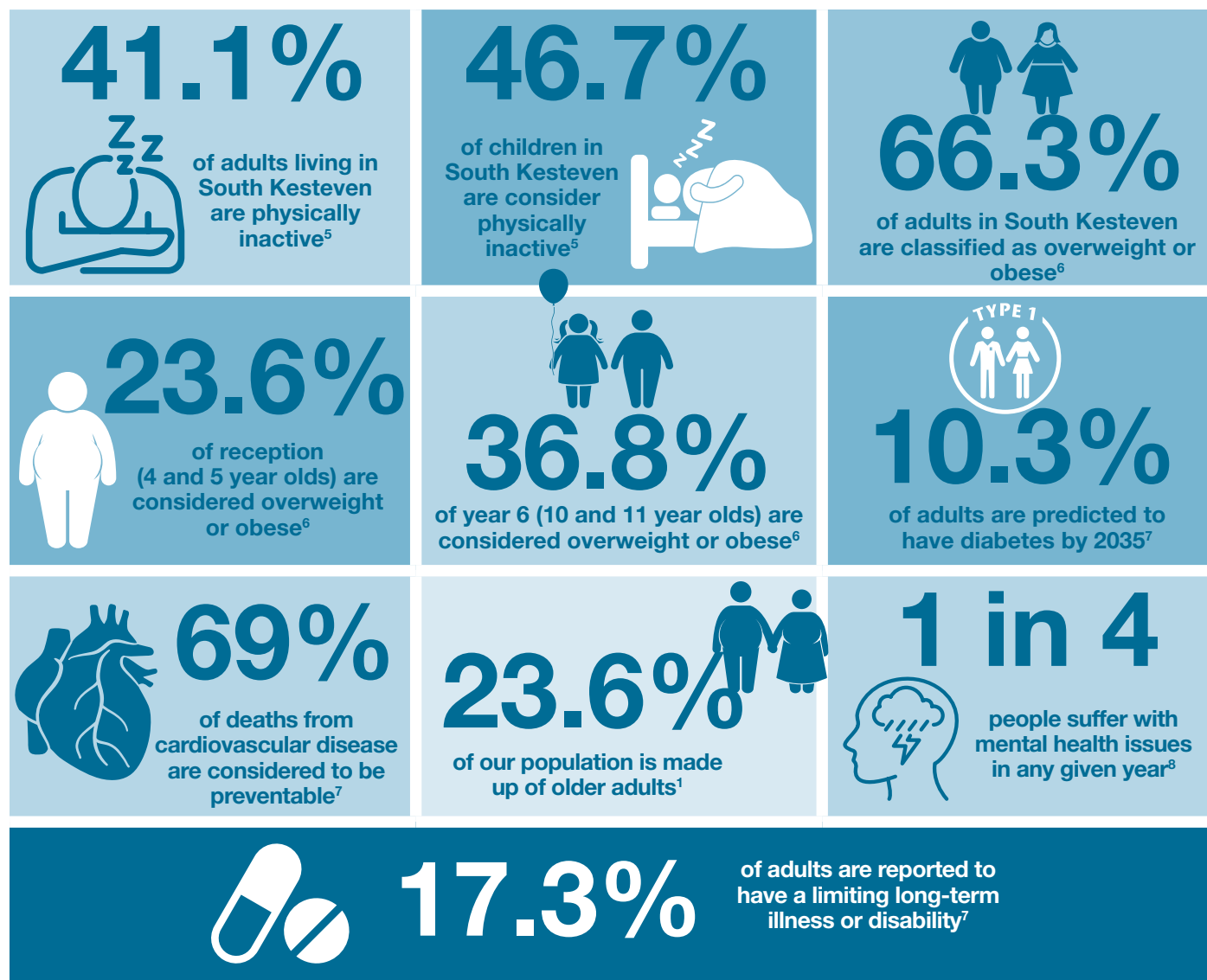
The benefits to our health are astounding, every year **30 million** active lifestyles are credited with **30 million** fewer GP visits and leading an active lifestyle prevents **900,000** cases of diabetes and **93,000** of dementia – a combined saving of **£7.1**

billion to the UK economy.⁴ With collaborative working across the public health system and with other services, we can work together to focus on disease prevention, empower residents with knowledge about healthy lifestyles choices, encourage activity and in turn, address health inequalities.

There is both a need and an opportunity for physical activity, sport, and wellbeing to play a major role in helping the health of the nation recover from COVID-19. During this time, we also acknowledge that people's behaviours will have changed and that we need to provide new opportunities and innovative ways for people to be active in their everyday lives.

About our District - key issues in South Kesteven

IT'S MEDICALLY PROVEN THAT PEOPLE WHO DO REGULAR PHYSICAL ACTIVITY HAVE⁵:

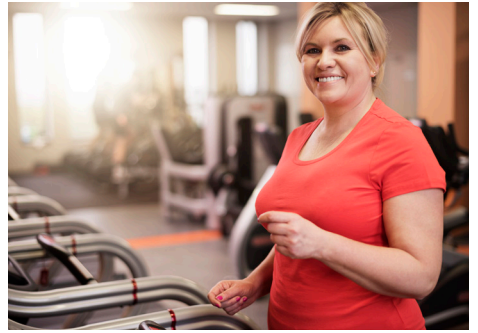


South Kesteven has a wealth of community assets, leisure facilities, parks, countryside paths and open spaces that are well situated to provide opportunities to be active in our communities.

These opportunities need to be focused in areas that will make the most difference to local people. We recognise that there are health inequalities in our communities and as a result, we need to ensure that our services reach and access key priority communities.

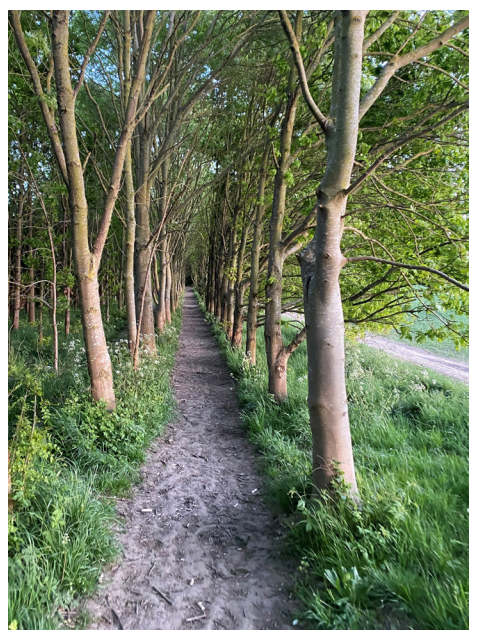
South Kesteven covers a vast area of **365sq miles** and is made up of our four market towns and many rural areas. We know that not everyone will be able to travel to their local leisure facility, and the importance of providing opportunities to be active in the heart of our communities.

With a population of **143,347**, and a forecast to grow by around **4.5%** over the next ten years, and by **7.7%** between now and **2040**, ensuring spaces to be active in our growing communities forms an important part of our planning processes.



Establishment of LeisureSK Ltd

In January 2021, LeisureSK Ltd was established to run the Council's leisure provision, demonstrating a commitment to provide high quality leisure facilities and outreach activities in our communities, providing opportunities for people to be more active, more often.



Priorities for South Kesteven

Vision: Inspiring everyone to live a more active life

Mission: Providing opportunities for people to be more active, more often

South Kesteven aspires to have a Sport and Physical Activity Strategy which brings together a wide group of partners, with shared objectives, creating, promoting, and enhancing opportunities for sport and physical activity as a key means to help create a healthier district.

The priority outcomes outlined below underpin the work we do and our aspirations for our leisure services.

Priority Outcome	Why this is important
<p>Improving the health of residents and visitors by encouraging and providing opportunities for people in South Kesteven to be more active, more often</p> <ul style="list-style-type: none"> Adults should do a minimum of 150 minutes per week of moderate intensity exercise. Children should take part in sport and physical activity for an average of 60 minutes a day. Disabled children should undertake an average of 20 minutes of sport and physical activity a day. 	<ul style="list-style-type: none"> Obesity and illnesses such as diabetes and cardiovascular disease are prevalent in our society but often preventable There is a significant cost to the NHS to treat these illnesses Regular exercise as part of a healthy lifestyle is proven to reduce the risk of certain illnesses
<p>Tackling inactivity in priority groups and areas, increasing the numbers of people taking part in physical activity and the frequency this is undertaken to include:</p> <ul style="list-style-type: none"> The Council's priority wards and rural areas Young people Women and ethnic groups Older adults People with disabilities and/or long-term health conditions 	<ul style="list-style-type: none"> South Kesteven is made up of 365sq miles, our rural communities may not have access to our traditional leisure facilities There are increasing rates of obesity and diabetes in young people 23.6% of the population in South Kesteven are older adults¹ Participation in physical activity is lower for people with lower incomes Participation in physical activity is lower for people with disability and/or long-term health conditions
<p>Provide high quality leisure facilities and activities to deliver positive and affordable opportunities for people to improve their health and wellbeing</p>	<ul style="list-style-type: none"> Providing safe places for people to be active encourages participation Positive and affordable opportunities ensure our services are available to all and encourage return
<p>Nurture robust and meaningful partnerships across sectors to improve activity opportunities and encourage partnership working and improve community cohesion</p>	<ul style="list-style-type: none"> Working in collaboration with other partners, we can pool our resources, utilise our communication channels and achieve so much more Sport and physical activity provide opportunities for socialising and brings communities together Community cohesion and anti-social behaviour can be reduced by providing opportunities to be active, particularly for young people
<p>Improving knowledge of the benefits of physical activity and deliver a positive customer experience for those who visit the Council's leisure facilities and engage with services</p>	<ul style="list-style-type: none"> Educating people on the benefits of physical activity is more likely to result in behaviour change Delivering a positive customer experience will result in repeat visits and increased participation



Parks – A Hub for Activity

Over recent years, Wyndham Park has achieved Green Flag status and provided opportunities to be active including the installation of table tennis tables and an urban gym. It is home to junior park run, a bowls club, football training and a social running group as well as providing pathways and cycling routes for people to be more active. A series of other projects are planned to provide further opportunities for people to meet and be active in our green spaces.



Key themes

We want to help deliver on the Lincolnshire Physical Activity Blueprint⁹ utilising our knowledge of the district and connections with people and places. Alongside the key areas of active society, active place, active people and active system, the Council has developed the following themes to consider when developing an action plan to deliver on this Strategy. The themes highlight key areas that underpin our working, projects in the community and the message to our partners.

Active Society Enhancing understanding of, and appreciation for, the many benefits of regular physical activity, according to ability and at all ages	Encourage physical activity as a holistic approach to wellbeing, including a focus on mental health
	Ensure participation is affordable and accessible to the whole community
Active Place Creating environments for people, of all ages, to have equitable access to safe places and spaces, in which to take part in regular physical activity	Invest in the Council's leisure facilities to ensure that they meet the needs of customers
	Explore opportunities to use parks and open spaces within the district
Active People Providing opportunities and programmes across many settings to help all people and communities to take part in regular physical activity	Support a broad range of sport and physical activity opportunities that reflect the interests and needs of the community and visitors to the district
	Work with the Council's leisure provider to run health intervention programmes that result in improved health and wellbeing for residents and deliver outreach activities in our communities
Active System Creating the leadership, governance and partnerships, plus workforce capabilities across sectors to use resources in a more coordinated way to reduce sedentary behaviour	Recognise that physical activity is more than participation in sport and includes activities such as walking, dancing and gardening
	Facilitate partnerships and collaboration between authorities, organisations, communities, and groups to empower those who can make change



Action plan

It is important to us that we have an action plan to deliver on these priority outcomes, to tackle inactivity in our district and to continue to build upon the fantastic network of activities already on offer, **providing opportunities for everyone to be more active, more often.**

The table below outlines how we aim to achieve this.

Activity Area	Theme	How will we achieve this?
Active Society	Ensure participation is affordable and accessible to the whole community	<ul style="list-style-type: none"> • Work with our leisure provider to ensure pricing structures are affordable • Ensure outreach activities are accessible in our rural communities • Deliver activities in a range of locations across the district • Work with partner organisations and local groups to facilitate sport and physical activity for people with disabilities and/or long term health conditions
	Encourage physical activity as a holistic approach to wellbeing, including a focus on mental health	<ul style="list-style-type: none"> • Provide enhanced information around physical activity, diet and lifestyle as part of our core services • Embrace the national mental health challenge, ensuring the Council places mental wellbeing at the heart of decision making • Work with health partners to facilitate social prescribing within our communities • Understand motivation levels which lead to inactivity
Active Place	Invest in the Council's leisure facilities to ensure that they meet the needs of customers	<ul style="list-style-type: none"> • Undertake consultation to understand the needs and demands of our residents and users of leisure facilities • Invest in sustainable, high quality leisure facilities across the district • Agree resource to develop detailed assessments of the Council's leisure facilities to contribute towards the Council's carbon reduction goals • Recognise that our leisure services serve as part of a multi-disciplinary neighbourhood-based wellness network
	Explore opportunities to use parks and open spaces within the district	<ul style="list-style-type: none"> • Promote use of open spaces, encouraging greater and wider use for physical activity, informal play and structured sport • Maintain and enhance our green areas across the district • Work with partners on the Blue Green corridor project to deliver improvements to the parks in Grantham providing places to be active • Develop links with partners and tourist information centres and promote and encourage use of green and open space as part of the visitor offer

Activity Area	Theme	How will we achieve this?
Active People	Support a broad range of sport and physical activity opportunities that reflect the interests and needs of the community and visitors to the district	<ul style="list-style-type: none"> • Ensure our leisure provider has a wide range of programmes and activities on offer • Consult with residents about the types of activities they would like to see more of in their communities • Strengthen the traditional sports offer by embracing new initiatives such as walking sports which enable others to be active • Develop a programme of activities that provides opportunities for families to be active together • Improve and increase place-based work in areas with the highest inactivity levels and other social need indicators
	Work with the Council's leisure provider and partners to run health intervention programmes that result in improved health and wellbeing for residents and deliver outreach activities in our communities	<ul style="list-style-type: none"> • Establish a programme of outreach activities in our communities • Develop a map of community assets that can be used to promote and enable physical activity • Work with health care networks to deliver targeted interventions, using local leisure in a holistic and innovative manner • Work with other Council teams and partners to promote health intervention schemes
Active System	Recognise that physical activity is more than participation in sport and includes activities such as walking, dancing and gardening	<ul style="list-style-type: none"> • Positively promote all types of activity and ways of integrating these into the lifestyles of residents and in our communities • Work with the County Council and other partners to support the active travel agenda – including improvements to infrastructure and pathways • Develop relationships with strategic partners to ensure that opportunities to attract funding and collaboration on innovative projects in South Kesteven is realised
	Facilitate partnerships and collaboration between authorities, organisations, communities, and groups to empower those who can make change	<ul style="list-style-type: none"> • Create innovative, robust and collaboration partnerships aimed at tackling inactivity • Be part of the conversation with other districts - collectively working on a health and wellbeing strategy and action plan • Work with partners from all sectors to tackle health and other inequalities in areas of the highest need • Celebrate and raise awareness of opportunities across South Kesteven using communications and social media channels

Our Facilities

 www.leisuresk.co.uk

Links to Key Documents - References

- 1 Corporate Plan 2024-2027 – South Kesteven District Council
- 2 UK Chief Medical Officers' Physical Activity Guidelines – UK Government
- 3 Benefits of Physical Activity – NHS England
- 4 Uniting the Movement: A 10-year vision to transform lives and communities through sport and physical activity – Sport England
- 5 Active Lives Data – Sport England
- 6 Local Authority Health Profiles – Public Health England
- 7 Joint Strategic Needs Assessment – Lincolnshire Research Observatory
- 8 Mental Health Problems Data - Mind
- 9 A Blueprint for Creating a More Active Lincolnshire – Lincolnshire's Physical Activity Taskforce (LPAT)





Contact Details

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

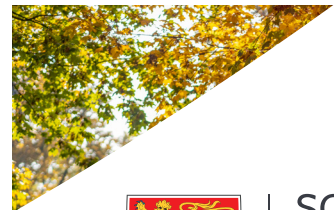
South Kesteven District Council
01476 406080

Out of hours 01476 590044

✉ **customerservices@southkesteven.gov.uk**

🌐 **www.southkesteven.gov.uk**

03416RT_1.22



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Culture and Leisure Overview and Scrutiny Committee

Tuesday, 3 September 2024

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

Conclusion of Leisure Options Appraisal

Report Author

Karen Whitfield, Assistant Director – Leisure, Culture and Place

✉ karen.whitfield@southkesteven.gov.uk

Purpose of Report

To consider information relating to the conclusion of the leisure options appraisal and provide a recommendation to Cabinet on the preferred option.

Recommendations

In consideration of the information presented within this report the Culture and Leisure Overview and Scrutiny Committee is requested to:

- 1. Recommend to Cabinet that the Council enter 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 should be terminated giving the required six month's notice effective from 30 September 2024.**
- 3. Recommend to Cabinet that the new operating model for the delivery of the leisure services will be based on an agency model with LeisureSK Ltd acting as an agent for the Council in respect of leisure services only.**

Decision Information

Does the report contain any exempt or confidential information not for publication?	Appendix One is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act – financial information
What are the relevant corporate priorities?	Connecting Communities Effective Council
Which wards are impacted?	All Wards

1. Implications

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

Finance and Procurement

- 1.1 The provision of leisure is a discretionary service for the Council with the cost of providing the service, together with the costs associated with maintaining three aging leisure facilities, representing a significant ongoing financial liability.
- 1.2 Given the Council's wider financial pressures it is vital that any new arrangement post the end of the current contract with LeisureSK Ltd represents an affordable position for the Council within its Medium-Term Financial Strategy.
- 1.3 The Council's current contract with LeisureSK Ltd commenced on 1 January 2021. The contract terms provide that the Council is responsible for a management fee payment which represents the difference in the expenditure incurred by the company and the income it has been able to generate.
- 1.4 The decision to enter the current contract arrangement with LeisureSK Ltd was identified as being the most tax efficient model at that time. It also allowed the Council to respond to the challenges presented by the impact of Covid-19 on the leisure market.
- 1.5 Whilst this arrangement has provided the Council with flexibility in terms of how the centres are operated, it has not been without its challenges in relation to the higher than budgeted for utility costs, and costs associated with irrecoverable VAT. In financial year 2023/24 this resulted in the Council having to provide an additional management fee payment in order for the company to meet its financial liabilities.

- 1.6 The leisure options appraisal which has been undertaken has identified an option for the Council to enter an agency arrangement with LeisureSK Ltd. Under such an arrangement the Council would become the principal supplier of the leisure facilities and engage LeisureSK Ltd to provide leisure activity on its behalf as its agent.
- 1.7 As income would be collected by LeisureSK Ltd on behalf of the Council, the Council would then receive the gross income collected by LeisureSK Ltd in respect of leisure specific activity. This would then enable the previously irrecoverable VAT to be reclaimed by LeisureSK Ltd and would have a positive impact on the profit and loss projections of the company which would be reflected in any future management fee.
- 1.8 The Council has an option to terminate the current arrangement with LeisureSK Ltd with the provision of six months' notice. Should the Council decide that an agency arrangement is the future model to be adopted, an early termination of the current arrangement could facilitate a new contract incorporating agency principles to commence with effect from 1 April 2025. This would align with the start of the new tax year and allow the Council to benefit from the resulting savings earlier than the natural end of the contract.
- 1.9 If the proposal to move to an agency arrangement with LeisureSK Ltd is approved, then the Council will need to undertake detailed analysis on how to structure the arrangement in the most tax efficient way. This will include identifying within the contract which services the Council will provide as the principal and where it would be more tax efficient for LeisureSK Ltd to continue to provide the services which are either taxable or exempt from VAT. In assessing this the Council will need to look at the wider implications in terms of its own partial exemption for VAT purposes.
- 1.10 The Council will also need to identify and develop the accounting processes necessary to account for the leisure income and associated expenditure.
- 1.11 It will also be necessary for the Council to identify and establish governance arrangements which provide the Council with assurance that LeisureSK Ltd are maximising income opportunities and controlling expenditure. It will also be prudent to ensure that the contract and company documentation provide the Council with an appropriate level of control over the company's decision-making processes.

Completed by: Alison Hall-Wright, Deputy s151 Officer

Procurement

- 1.12 The 2015 Public Contract Regulations provide that the Council can directly award a further contract to LeisureSK Ltd, either with or without an agency agreement

being in place. For this to be a compliant award of contract the company must be under the direct control of the Council and more than 80% of the activities undertaken by the company must be directly on behalf of the Council.

Completed by: Helen Baldwin (Procurement Lead)

Legal and Governance

- 1.13 It is within the remit of the Culture and Leisure Overview and Scrutiny Committee to work alongside with Cabinet Members to assist in the development of policies and to scrutinise decisions made in respect of the Council's leisure service. This includes the decision on the future leisure management model to be adopted.
- 1.14 As detailed within this report, work has been undertaken to identify the options available to the Council in relation to the future management of its leisure service. In assessing the options, the Council has sought advice from specialist tax advisers in relation to the potential adoption of an agency agreement. Should this option be progressed specialist legal advice will also be required to develop a new contract, leisure specification and leases for the leisure facilities.
- 1.15 The contract will need to identify the future relationship between the Council and LeisureSK Ltd ensuring this is based on agency agreement principles. It is also recommended that the company's Articles of Association are reviewed to identify whether any changes will be required to support the agency arrangement.
- 1.16 It is currently within the remit of the Culture and Leisure Overview and Scrutiny Committee to review and approve the LeisureSK Ltd Business Plan on an annual basis. Should the Council enter an agency arrangement with LeisureSK Ltd it would be prudent for the Council to review its governance arrangements to ensure that there are mechanisms in place which allow the Council to assess and, if necessary, challenge the financial information provided, as well as being able to have a level of influence over the company's decision making.
- 1.17 The terms and conditions of the Council's current contract with LeisureSK Ltd provides for an early termination of the arrangement with the provision of six months' notice.

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

2. Background to the Report

- 2.1. The Council's Corporate Plan (2024 – 2027) contains a vision for South Kesteven to be 'A thriving District to live in, work and visit'. This is underpinned by a commitment to invest in a sustainable leisure and cultural offer, and to provide excellent value for money and financially sustainable services.

- 2.2. The Council's leisure contract arrangement with LeisureSK Ltd commenced on 1 January 2021, the contract term being for an initial two years with the potential to extend for a further three years.
- 2.3. The contract has now been extended by the maximum period allowed and a new arrangement will need to be in place by 31 December 2025. In line with the contract terms and conditions the contract can be terminated earlier should the Council provide six months' notice of its intention to do so.
- 2.4. At a meeting of the Culture and Leisure Overview and Scrutiny Committee held on 18th June 2024 (**See Background Papers**), Members received a report which provided an update on the series of tasks requested by Cabinet in relation to LeisureSK Ltd. This included an update on the work being undertaken on a leisure management options appraisal with a view to identifying the optimum model for the future delivery of the Council's leisure service.
- 2.5. As previously reported four options were identified, these being:
- Insourcing the leisure service
 - A further contract arrangement with LeisureSK Ltd
 - Securing a contract with an external provider
 - Entering an Agency Agreement with LeisureSK Ltd

Insourcing

- 2.6. The option to deliver the management of the Council's three leisure centres in-house has been investigated to establish the potential financial impact. As reported previously it has been identified there would be a significant increase in the cost of providing the leisure service in-house which is primarily due to the increased salary and pension costs, and the Council being liable for the full payment of business rates. Therefore, this option was previously discounted, and work on the leisure options appraisal continued focussing on the remaining three options.

New Contract Arrangement with LeisureSK Ltd

- 2.7. There remains an option for the Council and LeisureSK Ltd to enter a new contract, on a similar basis to the current arrangements, to commence from 1 January 2026. The company would continue to benefit from discretionary business rate relief and the staff would remain on their current terms and conditions. However, the Council would remain liable for a management fee

payment which represents the difference in expenditure incurred and the income the company has been able to generate.

- 2.8. The Council has received advice from external tax consultants who have confirmed that, whilst the current arrangement with LeisureSK Ltd was the most tax efficient at the time, this is no longer the case. Furthermore, under a new contract arrangement with LeisureSK Ltd on similar terms and conditions, there is no way the impact of irrecoverable VAT can be mitigated.
- 2.9. As the costs associated with irrecoverable VAT are significant, the Council would need to meet these ongoing costs through the management fee provided. Therefore, the option to enter a new contract arrangement with LeisureSK Ltd on the same terms and conditions as the current contract is not recommended.

Securing a Contract with an External Provider

- 2.10. The option to secure an external provider through a competitive tender process has been investigated, and as previously reported a soft market test has been undertaken to establish interest from the leisure operator market.
- 2.11. Whilst the soft market test confirmed there could be interest from the market in an external contract arrangement, the responses identified that contractors would be unlikely to take on a significant level of risk. This, together with the age and condition of the leisure centres is likely to result in contractors pricing risk into the management fee, ultimately resulting in higher costs for the Council. In addition, whilst contractors are comfortable to take the risk on utility consumption, they have indicated that the risk on utility tariff increases would need to remain with the Council.
- 2.12. A major consideration when assessing the benefits of procuring an external contract arrangement is the age and condition of the Council's three leisure centres. As detailed in the report presented to the Culture and Leisure Overview and Scrutiny Committee on 18 June 2024, the condition surveys undertaken by the Council have identified the anticipated spend on the leisure centres over a 30-year period. The Council are currently completing the repairs that have been categorised as health and safety items or those requiring urgent attention, but corporate spend on building maintenance needs to be balanced across the whole of the Council's assets and estate.
- 2.13. Under an external contract arrangement, the Council would be contractually bound to undertake the items of repairs and maintenance assigned to them under the contract within prescribed timeframes. If, due to wider financial pressures, the Council were not able to undertake works in line with the contract terms and conditions this could result in the Council being liable for further costs in relation to loss of income or contract variation claims.

- 2.14. Intelligence from the leisure market also indicates that, due to the number of opportunities available, contractors can decide which opportunities to bid for typically prioritising those which will provide the maximum return. Some of the more successful procurements have involved significant sums of investment being provided to refurbish facilities as part of the tender opportunity. Due to the financial pressures the Council is facing it is not currently possible to provide any capital investment as part of a procurement opportunity. In addition to the age and condition of the leisure facilities, this may make the contract opportunity less attractive.
- 2.15. In consideration of the above information there is a significant risk that an external procurement will not deliver significant interest from the leisure market. Furthermore, if a contractor was secured it is likely that the management fee requested would include a level of risk in line with the age and condition of the leisure facilities. Therefore, an external contract arrangement may not deliver the most advantageous financial outcome for the Council.

Agency Arrangement with LeisureSK Ltd

- 2.16. As reported previously there is an opportunity for the Council to engage LeisureSK Ltd as its agent under a new contract arrangement. Under such an arrangement the Council would become the 'Principal' provider of the leisure services with LeisureSK Ltd becoming the Council's 'Agent'.
- 2.17. The Council has commissioned advice from external tax consultants on the implications and points to consider on the management and operation of leisure facilities under an agency model. The resulting report is attached at **Exempt Appendix One**.
- 2.18. The advice received has confirmed that an agency arrangement is a compliant and legitimate model for the Council to adopt. In addition, this would allow the Council to benefit from the most tax efficient arrangements available and would reduce the operating costs of LeisureSK Ltd in relation to irrecoverable VAT. In financial year 2023/24 the amount of VAT which was irrecoverable was £341,788 and this is forecast to be £354,186 for the current financial year 2024/25.
- 2.19. The opportunity to consider an agency arrangement was established as a result of the loss of a tribunal case between HMRC and Chelmsford City Council (known as the Chelmsford Ruling). This set a precedent that, where a Council provides leisure services these can be treated as non-business income for VAT purposes, and therefore the associated VAT costs can be recovered in full.
- 2.20. This VAT ruling only applies to leisure services provided by a Council. However, if a local authority trading company were to act as a Council's agent in collecting the income from the leisure facilities, the same ruling can be applied therefore allowing full recovery of VAT costs.

- 2.21. It has been confirmed that non-business income applies to the supply of leisure activity including sports lettings, bookings, equipment hire and tuition. However non-sports supplies such as catering, clothing or equipment sales, vending sales, and general room lettings are classified as business activities (although room lettings and catering concessions would remain exempt from VAT as they currently are).
- 2.22. **Table One** below demonstrates the impact of the Chelmsford Ruling on how income streams would be treated for tax purposes in comparison to the previous arrangements.

Table One – Comparison of New and Previous VAT rulings		
Income Stream	New rules	Previous rules
Admissions (casual sports sessions)	Non-business	Taxable
Sports Membership	Non-business	Taxable
Facility Hire - Sports (block booked)	Non-business	Exempt
Facility Hire – Sports (not block booked)	Non-business	Taxable
Baths/Shower/Lockers	Non-business	Taxable
Courses (including gym induction sessions)	Non-business	Exempt
Courses (schools with own instructor)	Non-business	Taxable
Hire of sports equipment	Non-business	Taxable
Creche	Non-business	Non-business
Parties (sports)	Non-business	Taxable
Parties (non-sports)	Taxable	Taxable
Sale of equipment	Taxable	Taxable
General lettings	Exempt	Exempt
General lettings (if Council has opted to tax)	Taxable	Taxable
Catering concessions	Exempt	Exempt
Catering concessions (if Council has opted to tax)	Taxable	Taxable
Catering sales in-house	Taxable	Taxable
Courses (non-sport)	Exempt	Exempt
Soft Play	Taxable	Taxable

- 2.23. For an agency arrangement between the Council and LeisureSK Ltd to be accepted by HMRC, the Council would need to prove that it has control of the company as its agent in line with the six tests set out by HMRC to establish whether a true agency relationship for goods and services exists. These are:
- **Title** – If the agent is selling goods on behalf of the principal, ownership (or title) must remain with the principal and the agent should never assume ownership of the principal's goods.

- **Identity** – the services bought and sold by the agent on behalf of the principal must be identifiable
- **Value** – the principal must know the exact value at which goods or services have been bought or sold on its behalf
- **Separation** – the value of the agent's service must be separately identifiable from the main supply and should generally be known to the principal
- **No change** – the agent's intervention cannot alter or change the direction of the main supply between buyer and seller
- **Nature and value** – agents generally cannot alter the nature or value of supplies which they arrange on behalf of the principal.

- 2.24. HMRC has acknowledged that where an organisation has chosen to conduct its business using an agency arrangement, if the terms of the agreement are set out and agreed by both parties and applied consistently, then this is a compliant and legitimate arrangement.
- 2.25. To satisfy the tests set out by HMRC, the contractual and business arrangements between the Council and LeisureSK Ltd would need to be established, documented and consistently applied to align with agency principles. This includes the contract between the Council and LeisureSK Ltd, all correspondence between the two organisations, and the handling of income and expenditure. All documentation must be available for HMRC to review should they request to do so.
- 2.26. Under an agency arrangement leisure related income from the leisure centres would still be collected by LeisureSK Ltd but on behalf of the Council. LeisureSK Ltd would then retain the income and invoice the Council for the associated expenditure incurred monthly. If the income generated exceeded the expenditure this would be released to the Council, and if expenditure exceeded the income then the Council would need to top this up via a management fee payment.
- 2.27. Income from non-leisure supplies which are either taxable or VAT exempt, such as catering and retail goods, could continue to be made by LeisureSK Ltd who would then need to account for VAT appropriately.
- 2.28. A contract between the Council and LeisureSK Ltd incorporating agency principles would need to set out the process by which LeisureSK Ltd will communicate and transfer the income it has collected as the Council's agent. The Council would need to establish robust processes in order to receive and assess the financial information received from LeisureSK Ltd and would also need to satisfy itself that income generating opportunities were being maximised and expenditure being effectively controlled.

- 2.29. The impact of adopting an agency arrangement with LeisureSK Ltd would be very limited from a customer perspective and no changes would be necessary in relation to the employment terms and conditions of the leisure centre staff, who would remain under the employment of LeisureSK Ltd. In addition, the company's branding, uniforms and signage would remain the same.
- 2.30. However, the agency arrangement would need to be recognised within all commercial documentation including invoices and purchase orders, with information being clearly displayed that LeisureSK Ltd were acting on the Council's behalf.
- 2.31. The changes for the Council are more significant as it would need to ensure that back-office procedures are established to effectively account for the income generated from the leisure centres and the expenditure incurred. It would also be necessary to establish appropriate governance arrangements and processes to enable the Council to assess the financial and operational performance of LeisureSK Ltd and provide a check and challenge to the information provided by the company.
- 2.32. The Council could adopt an agency arrangement on the expiry of the current contract, the new arrangement commencing from 1 January 2026. However, as detailed in paragraph 2.3 the Council does have an option to provide six months' notice to terminate the current contract. If notice was provided no later than 30 September 2024 this could facilitate a new contract, to include agency principles, to commence from 1 April 2025 in line with the start of the new financial year.
- 2.33. There is no legal requirement to seek HMRC approval before adopting an agency arrangement whether this is implemented at the start of a new contract or as a change in an existing contract agreement.

3. Key Considerations

- 3.1. The options appraisal has identified that the option to enter an agency arrangement with LeisureSK Ltd would provide the most financially advantageous position for the Council. This arrangement would also allow for greater transparency on the operation of LeisureSK Ltd as income would be collected on the Council's behalf and the Council would be entitled to receive a full breakdown of the expenditure incurred in generating the income.
- 3.2. A new contract with LeisureSK Ltd would provide the Council with ongoing flexibility in terms of operating the leisure facilities and the timeline for any repairs and maintenance. For example, opening hours could be amended without the need for negotiations with an external company resulting in contract variations.
- 3.3. Under an agency arrangement LeisureSK Ltd would still benefit from discretionary Business Rate relief.

- 3.4. Intelligence from the leisure market suggests that many local authorities who currently operate leisure services through a local authority trading company are investigating the option to move to an agency type arrangement. In addition, many external leisure operators are also looking at the model with a view to amending their current and future contract arrangements with local authorities.

4. Other Options Considered

- 4.1. This report provides information on the conclusion of an options appraisal which has been undertaken to determine the future delivery model of the Council's leisure service.

5. Reasons for the Recommendations

- 5.1. The leisure options appraisal has identified an option to enter an agency arrangement with LeisureSK Ltd. This option would allow the Council to benefit from the most tax efficient arrangement available and provide a significant level of savings on an ongoing annual basis.
- 5.2. A contract duration of ten years would allow LeisureSK Ltd to plan its activity and financial projections over a longer period of time. To protect the Council's interests it is recommended that a clause be included to provide for an earlier termination with the provision of six months' notice.
- 5.3. An earlier termination of the current contract arrangements and move to an agency arrangement from 1 April 2025 would allow the Council to benefit from an increased level of savings in financial year 2025/26.

6. Background Papers

- 6.1. Report on Progress on Actions Requested by Cabinet dated 18th June 2024
<https://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=727&MId=4568&Ver=4>

7. Appendices

- 7.1. **Exempt Appendix One** – PS Tax Report on an Agency Structure for Leisure Management

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Culture and Leisure Overview and Scrutiny Committee

Tuesday, 3 September 2024

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

Play Area Strategy Action Plan

Report Author

Michael Chester, Team Leader - Leisure, Parks and Open Spaces

 michael.chester@southkesteven.gov.uk

Purpose of Report

To consider the Play Area Strategy Action Plan which has been developed following the adoption of the Play Area Strategy.

Recommendations

In noting the work undertaken to develop the action plan it is recommended that the Culture and Leisure Overview and Scrutiny Committee:

- 1. Endorses 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. Agrees to receive a further update detailing the progress made against the actions identified in twelve months time**

Decision Information

Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Connecting Communities Effective Council
Which wards are impacted?	All Wards

1. Implications

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

Finance and Procurement

- 1.1 The development of the Action Plan to accompany the Play Area Strategy is welcomed in order to set out how the Council plans to fulfil the aims of the Strategy and provide investment and maintain its 38 play areas across the District. The Council does not have the financial resources to replace all the equipment that has reached, or is reaching end of life, and the Action Plan provides a basis for the Council to prioritise spend in this area. This includes a priority replacement programme, options to transfer specific play areas to third parties, utilisation of s106 developer contributions, as well as reviewing the support required to undertake the Council's inspection programme.
- 1.2 In a meeting of Council on 29 February 2024 the General Fund Capital Programme 2024/25 – 2026/27 was presented and a budget of £100,000 was approved for investment into play parks for the current financial year. It is proposed that spend on this budget line will be prioritised in line with the Action Plan. In order to supplement this approved budget and to enable further investment to be made, an application has been made to the UK Shared Prosperity Fund,

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

Legal and Governance

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

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

2. Background to the Report

- 2.1. The Council's Corporate Plan (2024-27) sets out the corporate ambition to be 'A thriving District to live in, work and visit', with the aim of encouraging physical activity to support healthy lifestyles and reduce health inequalities. Underpinning this are the key priorities for the Council of 'Connecting Communities' and being an 'Effective Council'.
- 2.2. The provision of high-quality play areas supports the Council's corporate ambitions and provides opportunities for improved health and wellbeing outcomes for local communities, particularly in relation to children and young people.
- 2.3. 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 09 July 2024 (see **Background Papers**).
- 2.4. When considering the adoption of the Strategy it was agreed by Cabinet that an action plan be developed to complement the Strategy, and for this to be presented to a future meeting of this Committee.
- 2.5. The Action Plan has been developed by Officers using the findings from the play area inspections which are undertaken by Council Officers, Kompan Limited (who undertake monthly operational inspections) and Zurich Insurance (who undertake insurance inspections on behalf of the Council). In addition a life expectancy audit was undertaken by Kompan Limited in March 2024 providing the Council with an indicative timeframe for when equipment will need to be replaced. Consideration has also been given to any s106 developer contributions available which have been agreed specifically for enhancing play equipment.
- 2.6. The Action Plan lists how each action will be achieved and which service area is responsible. Each action has been assigned a priority level and further notes and considerations have been highlighted where appropriate.
- 2.7. The action plan will be used as a live document and reviewed annually to ensure that it continues to meet the needs of the Strategy and takes account of any new information.

3. Key Considerations

- 3.1. Spend on play areas is discretionary for the Council, and it is important that the management and investment of them demonstrates value for money, and that the resources invested deliver the priorities the Council is seeking. The Action Plan

aligns with the Play Area Strategy and the Council's corporate vision, taking into account a challenging financial backdrop.

4. Other Options Considered

- 4.1 Within the Council's Corporate Plan there is a key theme of supporting healthier lifestyles, and the provision of high-quality play areas supports this ambition. The Council is responsible for the safety of those using its play areas and has a defined inspection and maintenance regime in place to satisfy the requirements of the Health and Safety Executive and BS EN1176 (the British and European Playground Standard). Therefore the 'do nothing' option was discounted.

5. Reasons for the Recommendations

- 5.1. The Play Area Strategy provides a basis for the Council to manage and prioritise the replacement of equipment or refurbishment of its play areas. The Action Plan which has been developed sets out how the Council will achieve this with clear actions being identified for the forthcoming year.
- 5.2. The Culture and Leisure Overview and Scrutiny Committee are requested to receive a further update in twelve months' time to assess the effectiveness of the Action Plan and ensure that it has been effectively implemented.

6. Background Papers

- 6.1. *Draft Play Area Strategy* – Report to Culture and Leisure Overview and Scrutiny Committee, published 10 June 2024, available online at:
<https://moderngov.southkesteven.gov.uk/documents/s42356/Play%20Area%20Strategy.pdf>
- 6.2. *Play Area Strategy* – Report to Cabinet, published 01 July 2024, available online at:
<https://moderngov.southkesteven.gov.uk/documents/s42566/Play%20Area%20Strategy.pdf>

7. Appendices

- 7.1. Appendix One – Play Area Strategy 2024 Action Plan.

Appendix One

Play Area Strategy 2024 – Action Plan

This action plan sets out the programme of actions which will be carried out to deliver the Council’s Play Area Strategy 2024. It lists how each action will be achieved and who is responsible for achieving them. Where appropriate a priority level is indicated and any further considerations highlighted. This action plan will be reviewed annually, and targets monitored to ensure actions have been achieved. End of life data for equipment has been used to identify actions for specific equipment within the next five years.

The actions have been classified as follows:

- **Low** – actions which have a low impact on play area provision
- **Medium** – actions which have a moderate impact on play area provision
- **High** - actions which have a high impact on play area provision

Reference	Action	Play Area	Resources	Priority	Notes & Considerations
1	Engage with all Parish and Town Councils to establish whether there is any appetite for an asset transfer	All	Leisure, Property	High	South Witham have already confirmed there is no desire to asset transfer Troughton Walk Play Area
2	Investigate any s106 monies available with a requirement to enhance play equipment	All	Leisure, Property, Planning	High	Wellhead Bourne Playing Fields has money allocated
3	Replacement of fort at Wellhead Play Area in Bourne meets requirements of s106 monies. Arrange 3 quotes from contractors for replacement	Wellhead- Bourne	Leisure, Property, Planning	High	Currently in progress
4	Review maintenance arrangements to ensure high standards are achieved, current contract with Kompan ends February 2025. Review options for ongoing operational support	All	Leisure, Parks	High	
5	Identify fundraising opportunities including through the Landfill Communities Fund. Other funding sources may be identified viaGrantFinder	All	Leisure, Parks	Medium	Funding received for Beeden Park Refurbishment 2024, Gonerby Hill Foot Refurbishment 2023, Wyndham Park Seniors 2022

Appendix One

6	Progress a bid to the UK Shared Prosperity Fund for replacing equipment in play areas which has been removed due to health and safety considerations	Troughton Walk- South Witham Empingham Road- Stamford Arnoldfield- Grantham College Close- Stamford	Leisure	High	Swing Set – South Witham Slide – Empingham Road Nest Swing and Zip Line – Arnoldfield Nest Swing – College Close
7	Seek opportunities and funding to increase the provision of outdoor fitness equipment into play areas and open space	All	Leisure	Medium	
8	Completion of asset transfer for Denton play area	Denton - Grantham	Property	High	
9	Completion of asset transfer for Crowson Way, Jubilee Park play area	Crowson Way- Deeping St James	Property	High	
10	Replacement of see saw and repairs to safer surfacing and edging surrounding swing set	Andrew Road- Stamford	Leisure, Parks	Low	Equipment end of life date 2028
11	Replacement of net bridge due to timber decay and rope traverse ape crossing	Arnoldfield- Grantham	Leisure, Parks	Low	Equipment end of life date 2029
12	Replacement of roundabout due to handles missing, recommended removal	Churchfield Close- Deeping St James	Leisure, Parks	Medium	Equipment end of life date 2027
13	Replace hoop section due to corrosion and missing backboard	Elizabeth Road- Stamford	Leisure, Parks	Low	
14	Replace bank slide due to poor condition, toddler slide and double flat swing due to timber condition	Empingham Road- Stamford	Leisure, Parks	Medium	Bank slide end of life 2027 Toddler slide and double flat swing end of life date 2029
15	Replace motorbike springy due to corrosion, replace spinner and see saw due to condition	Foxglove Road- Stamford	Leisure, Parks	Low	Equipment end of life date 2029
16	Replace springer seesaw, post carousel and bench due to poor condition	Harrowby Lane- Grantham	Leisure, Parks	Medium	Equipment end of life date 2029, only 5 pieces of equipment in play area of which all are dated. Potential for funding bid to upgrade

Appendix One

17	Replace double cradle swing due to condition and repairs required to safer surfacing	Manor Close- Langtoft	Leisure, Parks, Property	Low	Equipment end of life date 2029. Site already being considered as part of asset transfer? To check with property
18	Removal of all equipment and closure of play area making ground safe due to poor condition and low play value if unable to enhance with s106 monies	Lonsdale Road- Stamford	Leisure, Parks, Property	High	Empingham Road- Stamford play area is 0.1 miles (2 min walk) distance.
19	Replace 2 bay flat seat swings due to condition and 2 swing sets missing out of 4	Princess Drive- Grantham	Leisure, Parks	Medium	Equipment end of life date 2029 however 2 swing sets already missing
20	Replace flat net bridge and balance beams, boulders and posts due to condition	Troughton Walk- South Witham	Leisure, Parks	Low	Equipment end of life date 2029
21	Replace multi play climber with slide unit due to condition	Tyndal Road- Grantham	Leisure, Parks	Low	Equipment end of life date 2029

This page is intentionally left blank

Culture and Leisure Overview and Scrutiny Committee 2024/25

WORK PROGRAMME

REPORT TITLE	OFFICER	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/ PRIORITY
3 September 2024 (AM) – Leisure SK Ltd				
Presentation of 2024/25 budgets to include all anticipated expenditure	Lead Officer: Debbie Roberts (Chairman of Leisure SK Ltd)			
Cashflow and mitigation plan for 2024/25	Lead Officer: Debbie Roberts (Chairman of Leisure SK Ltd)			
Timeline for presentation of 2025/26 budget information	Lead Officer: Debbie Roberts (Chairman of Leisure SK Ltd)			
3 September 2024 (PM)				
Review of South Kesteven's Council-led Markets	Lead Officer: Kay Boasman (Head of Waste and Markets)	To update the committee on the outcomes from the Market Review undertaken by the High Street Experts.		Connecting Communities

REPORT TITLE	OFFICER	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/ PRIORITY
Market Trader Code of Conduct Update	Lead Officer: Kay Boasman (Head of Waste and Markets)	To update the committee on the updated Code of Conduct which outlines the expected behaviours of Traders wishing to operate at any of the three Council-led markets.		Connecting Communities
Sport and Physical Activity Strategy Action Plan six-monthly update	To provide an updated Sport and Physical Activity Strategy and to share progress on the previously agreed Action Plan Beth Goodman (Physical Activity and Wellbeing Lead)	To scrutinise performance on how the Council, together with partners, is delivering improvements in the provision and participation levels of sport and physical activity across the district	This forms part of regular six-monthly updates which are provided to the Culture and Leisure Overview and Scrutiny Committee.	Connecting Communities
Result of Leisure Options Appraisal	Lead Officer: Karen Whitfield (Assistant Director for Leisure, Culture and Place)	To assess the results of the leisure options appraisal to identify the Council's preferred leisure management arrangement from January 2026	The report follows on from the initial options identified and discussed at a meeting of the Culture and Leisure Overview and Scrutiny Meeting held on 18 June 2024	Connecting Communities
Play Area Strategy Action Plan	Michael Chester (Team Leader – Leisure, Parks and Open Spaces)		CLOSC – 18 June Cabinet - July	
28 November 2024				
Cultural Strategy Update	Lead Officer: Karen Whitfield (Assistant Director for Leisure, Culture and Place)	To scrutinise performance of the	This forms part of regular six-monthly updates which are	Connecting Communities

REPORT TITLE	OFFICER	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/ PRIORITY
		Council's Arts and Cultural Service, including the implementation of the Cultural Strategy and achievement of the action plan	provided to the Culture and Leisure Overview and Scrutiny Committee.	
Performance of Leisure SK Ltd	Update on the performance of LeisureSK Ltd Lead Officer: Debbie Roberts (Chairman of LeisureSK Ltd)	To consider the performance of LeisureSK Ltd	LeisureSK Ltd Performance Report last reviewed by the Culture and Leisure Overview and Scrutiny Committee on 28 March 2024	
Q2 KPIs	Debbie Roberts (Head of Corporate Projects, Policy and Performance)			
8 January 2025				
FUTURE ITEMS Future vision for Grantham Marketplace – arose at June 24 CLOSC.				

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