

# Culture and Leisure Overview and Scrutiny Committee



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

Tuesday, 15 July 2025 at 10.00 am  
Council Chamber – South Kesteven House,  
St. Peter's Hill, Grantham, NG31 6PZ

**Committee**

Councillor Murray Turner (Chairman)

**Members:**

Councillor Barry Dobson (Vice-Chairman)

Councillor Matthew Bailey, Councillor Emma Baker, Councillor James Denniston, Councillor Gareth Knight, Councillor Robert Leadenhams, Councillor Chris Noon and Councillor Rhea Raysia

## Agenda

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

**1. Public Speaking**

The Council welcomes engagement from members of the public. To speak at this meeting please register no later than 24 hours prior to the date of the meeting via [democracy@southkesteven.gov.uk](mailto:democracy@southkesteven.gov.uk)

**2. Apologies for absence**

**3. Disclosure of Interests**

Members are asked to disclose any interests in matters for consideration at the meeting.

**4. Minutes from the meeting held on 15 May 2025**

(Pages 3 - 13)

5. **Updates from the previous meeting**  
There were no actions agreed at the meeting held on 15 May 2025.
6. **Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service**
7. **Corporate Plan 2024-27: Key Performance Indicators Report - (Pages 15 - 25)  
End-Year (Q4) 2024/25**  
To present the Council's performance against the Corporate Plan 2024-27 Key Performance Indicators (KPIs) for quarter 4 2024/25.
8. **Report on provisional outturn and first quarter performance - (Pages 27 - 33)  
LeisureSK Ltd**  
To provide an update regarding the performance and budget position of LeisureSK Ltd covering the provisional outturn for 2024/25 and the year-to-date position for 2025/26.
9. **Markets Action Plan Update (Pages 35 - 44)**  
To provide an update on the progress of actions as outlined in the Markets Action Plan.
10. **Work Programme 2025/26 (Pages 45 - 47)**
11. **Any other business which the Chairman, by reason of special circumstances, decides is urgent**

## Minutes

### Culture and Leisure Overview and Scrutiny Committee



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

**Thursday, 15 May 2025, 10.00am**

**Council Chamber – South  
Kesteven House, St Peter's Hill,  
Grantham, NG31 6PZ**

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#### **Committee Members present**

Councillor Murray Turner (Chairman)  
Councillor Barry Dobson (Vice-Chairman)

Councillor Matthew Bailey  
Councillor Emma Baker  
Councillor Gareth Knight  
Councillor Robert Leadenhams  
Councillor Paul Martin  
Councillor Tim Harrison  
Councillor Charmaine Morgan

#### **Cabinet Members present**

Councillor Ashley Baxter (Leader of the Council)  
Councillor Paul Stokes (Deputy Leader of the Council)

#### **Other Members present**

Councillor Elvis Stooke

#### **Officers**

Karen Whitfield (Assistant Director of Culture, Leisure and Place)  
Michael Chester (Team Leader – Leisure, Parks and Open Spaces)  
Jade Porter (Arts and Cultural Services Manager)  
Beth Goodman (Physical Activity and Wellbeing Lead)  
Amy Pryde (Democratic Services Officer)

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#### **62. Public Speaking**

There were none.

#### **63. Apologies for absence**

Apologies for absence were received from Councillors Chris Noon and James Denniston.

Councillors Tim Harrison and Charmaine Morgan acted as substitutes for this meeting.

**64. Disclosure of Interests**

There were none.

**65. Minutes from the meeting held on 4 February 2025**

Minutes from the meeting held on 5 February 2025 (Partly Restricted) were proposed, seconded and **AGREED** as an accurate record.

The Chairman informed the Committee that a report from the Finance and Economic Overview and Scrutiny Committee meeting on 13 May 2025 would be brought to this meeting, for noting.

**66. Updates from the previous meeting**

All actions were completed.

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

The Leader of the Council provided an update to the Committee around the events being arranged around the centenary of Margaret Thatcher's birth.

The events due to take place at the Guildhall, Grantham which was managed by the Council, would form part of the Council's arts programme.

The Kesteven Girls Grammar School in Grantham, which was attended by Margaret Thatcher had agreed to host a cinema-style screening of The Iron Lady. This event would be ticketed by SKDC and revenue would be shared between the School and the Council.

Walking tours would also take place around Grantham highlighting points of interest that related to Margaret Thatcher's life in Grantham, which would be run by an organisation externally.

Grantham Museum had indicated they would organise and hold an event, which the Council would not directly be involved with, however, would assist in promotion and the selling of tickets if required.

The Council were also keen to work with artists from Union Street Gallery and other organisations.

It was hoped that BBC News and Radio Lincolnshire would bring a dialogue show to Grantham at the time of the centenary, the Council was liaising with them.

The Council were approaching local breweries and pubs in hopes they could create bespoke beers or pump clips to reflect Margaret Thatcher's 100<sup>th</sup> birthday.

The Leader of the Council encouraged all present to attend the events and support the events, where possible.

One Member questioned whether an approved budget had been set for these events.

The Assistant Director of Culture and Leisure clarified the events at the Guildhall, Grantham were part of the programming budget and the Council were expecting an income to offset the costs.

What degree of control the Council has over the events outlined. The Leader understood that the topic of Margaret Thatcher was divisive but wanted her birth and connection to Grantham to be reflected fairly whether you were a fan or not. A question was raised on how the less popular side of the story would be reflected and when Grantham Town Council would be consulted on this matter.

It was confirmed that Grantham Town Council were part of a stakeholder group which had been formed and it would be up to community organisations or individuals to arrange other events which the Council could help to publicise.

## **68. Sport and Physical Activity Strategy 2021 - 2026**

The Sport and Physical Activity Strategy (2021 - 2026) – May 2025 Update was presented by the Deputy Leader of the Council.

The report gave an overview of the work undertaken to support the Sport and Physical Activity Strategy. Physical activity initiatives for Council employees were facilitated throughout the year with opportunities such as an indoor cycling session in September 2024, an annual five-a-side tournament in December 2024, and a 'Step into 2025' steps challenge held in January 2025.

Since the previous update, partnership and collaborative working had increased with the report outlining several instances such as attendance at the Why Sports – Get Active for a Healthier Britain Conference, and attendance at workshops and roundtable seminars hosted by the Chief Cultural and Leisure Officers Association (CLOA).

A full and detailed breakdown was also given of the work undertaken with the Council's leisure provider LeisureSK Limited to deliver the Sport and Physical Activity Strategy. Such instances included wellbeing walks, half-term swim crash courses, Fighting Fit Cancer Rehabilitation classes, and Special Educational Needs and Disability (SEND) swimming lessons.

Attention was also drawn to the Active Lives survey, outlining that 1.8% and 2.8% increases had been seen respectively on the level of 'active' and 'fairly active'

physical activity levels. The Children and Young People Survey data also outlined a 4.1% increase in the level of 'active' children and young people.

During discussions, Members commented on the following:

- Concern was noted that 30% of the SKDC staff members had reported physical or mental health struggles of some form but praised the work of the Wellbeing Team in tackling this.
- It was queried how the Sport and Physical Activity Strategy (2021 - 2026) differed from previous years. It was confirmed by the Physical Activity and Wellbeing Lead that there were no significant changes from the previous strategy but this was in line with the government guidance. Building on this the Physical Activity and Wellbeing Lead outlined that the result of the consultation outlined had identified a need for more initiatives for beginners. Discussions would be held with providers such as LeisureSK Ltd in response to this.
- Attention was drawn to outdoor facilities that were rendered unsafe to use during winter conditions such as skate parks. A suggestion was made for the erection of canopies to be considered.
- It was queried whether the GP Referral Scheme could be explored elsewhere in the district after success in Bourne. It was noted that the scheme had been tried elsewhere in the district but there had not been a significant uptake.
- The Deputy Leader praised the strategy as key in SKDC winning a National Wellbeing Award.

The Committee noted the Sport and Physical Activity Strategy Report 2021 – 2026.

## **69. Support for Sports Clubs across South Kesteven**

The Support for Sports Clubs across South Kesteven report was presented by the Deputy Leader of the Council.

The report outlined that the Council had provided financial support to the following sports clubs through the UK Shared Prosperity Fund to improve their club facilities:

- Barkston and Syston Cricket Club - £4,000
- Barkston and Syston Playing Field - £6,000
- Fulbeck Sport and Social Club - £4,910
- Grantham Squash and Fitness Club - £35,000
- Uffington Cricket Club - £8,000
- Harrowby United FC - £65,000
- The Rippingale Jubilee Playing Field Trust - £20,000

Through the Council's leisure provider, LeisureSK Limited, there were 50 affiliated clubs which have regular bookings at the centres across the district, covering Netball to Marshall Arts.

Furthermore, the Council worked closely with organisations such as Positive Futures, Inspire+, and Active Lincolnshire to promote initiatives with the aim of increasing the physical activity of levels of younger people through sport and

activity opportunities. Such initiatives were regularly promoted by the Council's website and social media platforms.

In addition to these organisations, the Council had been engaging with the following national governing bodies:

- Swim England
- England Athletics
- England Netball
- Lawn Tennis Association
- Football Association (Lincolnshire's Regional Body)
- Sport England

Confirmation was given that planning was underway to deliver a range of health and wellbeing events across Bourne, Stamford, Grantham and The Deepings in the following 12 months to promote and signpost services which could improve the health and wellbeing of residents.

During discussions, Members commented on the following:

- The impact of 'peppercorn rents' as an indirect form of support. The Assistant Director (Leisure, Culture and Place) confirmed that these arrangements would not be classed as a direct subsidy as the organisations were responsible for maintenance and costs.
- Whether there was scope to increase the amount of sports clubs regularly making bookings with the Council facilities. The Leisure, Parks, and Open Spaces Team Leader noted that 50 clubs was a positive amount and some facilities, such as Bourne, were regularly at full capacity of bookings.
- It was queried whether there was a directory of all sports clubs across the district. It was confirmed that no such directory was published but attention was drawn to the activity finder on the Council's website which was managed by Active Lincolnshire.
- The suggestion was made to invite Chairman and volunteers of all sports clubs across the district to an open forum to workshop how SKDC could best offer support.
- Clarification was sought whether central government could be urged to make sport and leisure statutory services considering the positive physical and mental health benefits. It was confirmed that such representations were being made to central government.
- Attention was drawn to the work of the Dysart Park Family Day.

The Support for Sports Clubs across South Kesteven report was noted by the Committee.

## **70. Arts and Culture - Venue Updates**

The Arts and Culture - Venue Updates report was presented by the Deputy Leader.

The report gave an overview of venue performance outlining comparative performance figures for financial years 2023-2024 and 2024-2025, with overall ticket profits for 2024-25 peaking at £68,318 in the Stamford Cinema and Event Cinema Programme.

In addition to the regular joint programming opportunities facilitated between the Guildhall and Stamford, trial opportunities had also been facilitated for performances such as 'Nature Elly' by Barmpot Theatre or the 'Museum of Marvellous Things'.

With this in mind, the report outlined the key role of marketing. Regarding social media posts, a key change being the recent focus on interaction related posts rather than direct ticket sales posts as this had been found to gain higher levels of engagement.

An update was given on the Bourne Corn Exchange noting that the main hall was particularly popular with numerous bookings coming off the back of other events with many acts returning on an annual basis.

As a result of the UK Shared Prosperity Fund (UKSPF), accessibility improvements had been made to the cinema at the Stamford Arts Centre, including the installation of Audio Description Equipment and 'Watch Word' Systems. Stamford Arts Centre was only the 10th venue worldwide to have installed Watchword, improving accessibility for audience members that were deaf or hard of hearing.

Stamford Arts Centre cinema sales had improved due to improved programming and marketing. Working with the Independent Cinema Office (ICO) had enabled films to be shown in week 3 of release rather than weeks 5 or 6 as in previous years.

The Guildhall Arts Centre Pantomime had several shows for individuals with access needs. The relaxed performance was specifically sensitive to audience members who may benefit from a more relaxed environment, including (but not limited to) those with autistic spectrum conditions, people living with dementia, parents with very young children on their first trip to the theatre, anyone with sensory and communication disorders, or people with learning disabilities. As part of the extensive run of shows, there was also a British Sign Language interpreted performance scheduled yearly.

During discussions, members commented on the following:

*Councillor Morgan declared an interest that her daughter had been involved in the Grantham Dramatic Society.*

- Praise was given for the improvements made across the service, particularly regarding the significant increases in ticket sales.
- With this in mind, clarification was sought to the next goals pursued by officers.

- The suggestion was made that the existence of the theatre in Grantham needed to be further publicised.
- A further request was made to engage with arts and drama classes through schooling and facilitate and signpost extra art and drama opportunities. It was noted that the 'Evolve Project' had previously been held between Stamford and Grantham in collaboration with Lincolnshire One Venues but the funding had expired. The Arts and Culture Services Manager agreed to look at similar initiatives.

The Arts and Culture – Venue Updates report was noted by the Committee.

## **71. Discussion on report from the Finance and Economic Overview and Scrutiny Committee on 13 May 2025**

The Leader of the Council provided sight of the Grantham Town Centre Events report that had previously been presented to the Finance Economic Overview and Scrutiny Committee due to it being funded by the Future High Street Fund.

The report outlined different events scheduled for the Town throughout the year, up until November 2025.

The events programme was endorsed by the Finance Economic Overview and Scrutiny Committee and approved by Cabinet in January 2025.

Concern was raised over the Friday 'Whale event' where school visits would take place and it was noted that school children would not bring economy to the local businesses. It was suggested that the location of the Whale would have been preferred in a park for the Friday.

The Assistant Director of Culture, Leisure and Place clarified the Council were following the successful pattern at the Whale events in Bourne, Stamford and Deepings in having Friday for school visits. The Whale itself does attract visitors, and this was seen in the other three Towns.

The £10,500 of UKSPF money was originally for two events in Grantham and Deepings. However, following discussion at the UKSPF Board, they requested Officer's explore delivery of the event in the other two Towns.

The Future High Street Board requested the event be held in Marketplace and therefore the event was removed from the UKSPF funding and was being funded by The Future High Street Fund instead.

The final cost for the Whale event was approximately £5,700 and the cost for the event in Grantham would be similar, however, the uplift would occur due to road closures, staff and security.

A query was raised on whether the £10,500 of UKSPF money was increased to ensure the Whale event could take place in Bourne, Deepings and Stamford.

It was confirmed the £10,500 of UKSPF money was increased in order for the third performance to take place and was captured in a further Officer Delegated Decision.

One Member provided feedback received from location businesses, they were pleased not all events were due to take place on a Saturday.

It was queried what the current plans for Lincolnshire Day celebrations were, as unfortunately, Lincolnshire Day celebrations in 2024 were impacted by adverse weather conditions.

The Lincolnshire Day celebration in 2025 would coincide with the Saturday market with food and drink available. It was hoped the celebrations would be more successful this year.

The Cabinet Member for Culture and Leisure shared that Lincolnshire Day events held in St Wulfram's Church, Grantham last year had a higher uptake, due to adverse weather conditions.

It was questioned whether other Towns would be celebrating Lincolnshire Day.

The Assistant Director for Culture, Leisure and Place noted that these types of events should be organised at a Town or Parish Council level.

Concern was raised of the Council's small budget for Lincolnshire Day celebrations and whether the farming community could become involved in the future.

One Member suggested an event be held in the marketplace for Diwali and requested whether a small event could be organised by the Council to celebrate the cultural side of Grantham.

The Leader of the Council had already offered a modest budget for an event for Diwali. However, if any further funding was required, the community would have to raise funds.

One Member noted that many other faiths, religions and communities resided in the District and the Council should be wary of holding events for one type of community.

It was noted that the Earlesfield Community Centre was previously offered to the Nepalese and Indian communities for celebrations, however, the two communities could not agree to work together.

Concern was raised that there were no events scheduled relating Isaac Newton and science.

The Assistant Director of Culture, Leisure and Place clarified that the programme of events in the marketplace was for events funded by the Future High Streets Fund

and did not cover the wider events discussed e.g. Margaret Thatcher and Isaac Newton. A similar approach would be taken on the Newton anniversary, where stakeholders would be sought to form a joint approach to promoting events and celebrations in 2027 relating to Newton.

It was queried whether there was any scope to restore Grantham Carnival.

The Leader of the Council confirmed that events such as the Grantham Carnival were organised and ran by volunteers and community groups. It was suggested that the Town or Parish Council collate a cost proposal for a Carnival, the Council would see if they could assist with funding in any way.

One Member stated that Grantham Carnival abolished due to the cost of insurance which was around £7,500-£13,000.

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

The Committee noted the Work Programme 2024-25.

Concern was raised that an Extraordinary meeting to discuss a gym refurbishment had previously been cancelled, the status of that discussion was requested.

A query was raised on when the Committee would agree the KPI's for Leisure SK Ltd new model agency.

The Assistant Director of Culture, Leisure and Place confirmed a changeover of Directors on the LeisureSK Ltd Board. A report was due to be heard by Governance and Audit in June 2025, to appoint another Director. LeisureSK Ltd had requested a period of time to reevaluate the gym refurbishment proposal once a new Director had been appointed.

A stringent contract between the Council and LeisureSK Ltd had been put into place which outlined contract requirements and a leisure specification to detail the level of service expected of them. This included a suite of KPI's.

It was queried whether the Committee had the ability to review the structure of management for LeisureSK Ltd.

It was confirmed that Grantham Town Football Club had a new Chairman. The Assistant Director of Culture, Leisure and Place had met with the new Chairman, and he discussed ideas on ways to develop the club. It was felt that July 2025 seemed too early to request the new Chairman of GTFC to attend the Committee for questions. The new Chairman had promised to submit a full business plan prior to lease negotiations taking place.

One Member suggested whether an item could be brought to the July meeting where arts and sports coaching professionals be invited to the Committee to

understand how the Council can help encourage and support more children to be more actively involved in art.

The Leader of the Council highlighted that it was not the role of the Committee to comment on the management and structures of LeisureSK Ltd as a business. This was a role of the Board Directors.

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

Councillor Bailey raised two health and safety concerns which had been raised in Wyndham Park:

- 1.A large tree had fallen unexpectedly on a warm, calm day across a path. This incident could have caused serious injury.

The Tree Officer had investigated the cause which related to potentially to poor root stock. It was queried whether any visual deterioration would have been noticed on the tree.

The Council's Tree Policy stated that 'a tree inspection routine of every 3 years'. The tree in question was scheduled to be inspected in October 2025. A concern was raised on whether a 3-year period was too long and whether any deterioration would have been spotted.

A proposal was put forward to reduce the tree inspection period to every 18 months in the Council's parks.

The Chairman clarified this matter would fall under the remit of Environment Overview and Scrutiny Committee.

The Assistant Director of Leisure, Culture and Place confirmed Officers had been in correspondence with Cllr Bailey on this matter.

2. Concern was raised around a volunteer breaking their arm at the May Day event in Wyndham Park.

It was believed that a RIDDOR should be submitted, confirmation was sought on whether this had been done. Councillor Bailey stated the area was an unsafe trip hazard. It was requested that immediate action takes place to ensure safety of visitors.

A proposal was put forward that a full report on this incident be brought to the Committee at the next meeting, and include lessons learnt and plans for future incidents.

Councillor Bailey thanked works that the park volunteers undertaken and wished this particular volunteer a speedy recovery.

The Assistant Director for Culture, Leisure and Place confirmed there was an ongoing investigation of this incident. All accidents and incidents were considered by the Health and Safety Lead, where an assessment had been applied on whether a RIDDOR be submitted and in this case it wasn't.

Once the investigation was concluded on the matter, information would be shared.

It was queried whether the Council had plans or ways to promote children's summer holiday activities.

At present, the Council only promoted their own activities and could only signpost for other organisations.

The Cabinet Member for Culture, Leisure and Place suggested the project of promoting children's summer holiday activities could be overseen by Parish/Town Councils.

One Member highlighted that the promotion of 'Activity Finder' could be an option.

#### **74. Close of meeting**

The Chairman closed the meeting at 11:58.

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SOUTH  
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COUNCIL

## Culture & Leisure Overview & Scrutiny Committee

Tuesday 15 July 2025

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

## Corporate Plan 2024-27: Key Performance Indicators Report - End-Year (Q4) 2024/25

### Report Author

Charles James, Policy Officer

 [Charles.James@southkesteven.gov.uk](mailto:Charles.James@southkesteven.gov.uk)

### Purpose of Report

To present the Council's performance against the Corporate Plan 2024-27 Key Performance Indicators (KPIs) within the purview of this Committee for Quarter Four 2024/25.

### Recommendations

#### That the Committee:

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

## Decision Information

Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Connecting Communities Sustainable South Kesteven Enabling Economic Opportunities
Which wards are impacted?	All

## 1. Implications

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

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

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

*Completed by: David Scott, Assistant Director of Finance (Deputy s151 officer)*

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

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

*Completed by: James Welbourn, Democratic Services Manager*

## 2. Background to the Report

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

### **3. Key Considerations**

- 3.1 This report is the second of the new reporting cycle, and covers the period January to March 2025 (Quarter 4 2024/25).
- 3.2 Appendix A presents the overall performance against the eight actions being presented in this session. Commentary by the responsible officer is provided for each action. Performance is summarised using a RAG system as follows:
- 3.3 Seven of the actions are rated Green. These are actions which are on or above target as planned.
- 3.4 Zero actions are rated as Amber, these are those off target by less than 10% or where milestone achievement is delayed but with resolution in place to be achieved within a reasonable timeframe.
- 3.5 Red actions are rated as Red. These are actions that are significantly below target.
- 3.6 Zero actions are rated as N/A. These are actions for which work has not yet meaningfully commenced e.g. being sequenced on the completion of other items, or where data unavailable.
- 3.7 The KPIs have been developed in close consultation with the relevant Officers for each service. It is expected that the KPI suite will experience a degree of evolution over the next four years. This improvement will be prompted by the needs of decision makers and the Committees, and further consideration of how to best meet those needs by Officers.

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

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

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

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

### **6. Appendices**

- Appendix A – Corporate Plan 2024-27 KPI Report: Culture & Leisure Overview & Scrutiny Committee End-Year (Q4) 2024/25



<b>Corporate Plan 2024-27: KPI Summary Report 2024/25 – Culture &amp; Leisure Overview &amp; Scrutiny Committee</b>							
<b>Index</b>	<b>Priority</b>	<b>Action</b>	<b>Owner</b>	<b>2024/25 Quarterly Overall Status</b>			
				<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
COM2	Connecting Communities	Deliver the Sport and Physical Activity Strategy and accompanying action plan.	Assistant Director (Leisure, Culture and Place)	On Target	On Target	On Target	On Target
COM3	Connecting Communities	Deliver the Cultural Strategy and accompanying action plan	Assistant Director (Leisure, Culture and Place)	On Target	On Target	On Target	On Target
COM4	Connecting Communities	Invest in a sustainable leisure and cultural offer.	Assistant Director (Leisure, Culture and Place) / Leisure, Parks and Open Spaces Team Leader	On Target	On Target	On Target	On Target
COM5	Connecting Communities	Ensure that our leisure facilities and arts venues are sustainable and meet future needs.	Assistant Director (Leisure, Culture and Place) / Leisure, Parks and Open Spaces Team Leader	On Target	On Target	On Target	On Target
COM6	Connecting Communities	Enable and support a flourishing and vibrant artistic and cultural scene	Assistant Director (Leisure, Culture and Place) / Arts and Cultural Services Manager	On Target	On Target	On Target	On Target
COM10	Connecting Communities	Maintain and enhance our green areas across the District.	Assistant Director (Leisure, Culture and Place) / Leisure, Parks and Open Spaces Team Leader	On Target	On Target	On Target	On Target
ECON10	Enabling Economic Opportunity	Continue to promote and develop South Kesteven as an attractive visitor destination, focusing on our cultural and heritage strengths	Head of Economic Development	On Target	On Target	On Target	Below Target
ENVIRO4	Sustainable South Kesteven	Improve the energy efficiency of the leisure estate and review further renewable energy opportunities.	Leisure, Parks and Open Spaces Team Leader	On Target	On Target	On Target	On Target

<b>Corporate Plan 2024-27: KPI Summary Report Q4 2024/25 – Culture &amp; Leisure Overview &amp; Scrutiny Committee</b>							
<b>Index</b>	<b>Priority</b>	<b>Action</b>	<b>Owner</b>	<b>Target/s</b>	<b>Q4 Value</b>	<b>Q4 Status</b>	<b>Manager Commentary</b>
COM2	Connecting Communities	Deliver the Sport and Physical Activity Strategy and accompanying action plan.	Assistant Director (Leisure, Culture and Place)	Deliver 100% of the Sport and Physical Strategy action plan actions.	See Commentary	On Target	The Culture and Leisure Overview and Scrutiny Committee received the last six-monthly progress update in May 2025. Council officers continue to work with volunteers to ensure they are ready to launch fitness classes within our Parks from June 2025. Council officers have been successful in obtaining UKSPF funding for table tennis tables in 5 parks across the district and also in obtaining 635 bike marking kits to promote cycling and bike safety and to help engage residents with Active Travel. Strong relationships continue to be built with partners, stakeholders and neighbouring districts. The Council continues to promote the Activity Finder to all local clubs and also to residents to enable them to find activities near them.
COM3	Connecting Communities	Deliver the Cultural Strategy and accompanying action plan	Assistant Director (Leisure, Culture and Place)	Deliver 100% of the Cultural Strategy action plan actions completed.	See Commentary	On Target	Good progress continues to be made in delivering the Council's Cultural Strategy. Collaborative meetings have been set up with stakeholders to cross promote events to commemorate Margaret Thatcher's 100th birthday. A collaborative approach relating to the provision of arts and cultural activity across the district is being supported by the introduction of SK Creatives meetings. The second meeting was held in Grantham which was successful with a range of producers and artists in attendance. A working relationship has been built with Gloucester Guildhall as part of an Arts Council Steering Group for the venue, enabling relationships to be built with funders and wider artistic organisations.

Index	Priority	Action	Owner	Target/s	Q4 Value	Q4 Status	Manager Commentary
COM4	Connecting Communities	Invest in a sustainable leisure and cultural offer.	Assistant Director (Leisure, Culture and Place) / Leisure, Parks and Open Spaces Team Leader	Amount of Council subsidy required by Leisure Service	£450k	On Target	LeisureSK Ltd have continued to review their finances and cashflow. The company is benefitting from a reduction in utility costs which in turn reduces the amount of irrecoverable VAT. A new contract arrangement has been agreed by Cabinet for the future provision of the Council's leisure services with an agency agreement model being introduced from FY25/26. Overall arts centre footfall and tickets purchased continues to increase year on year. Final figures for the financial year show increases in ticket sales and room hire income. Final Subsidy figures for financial year show progress, improvements still to be made through budget setting.
				Amount of Council subsidy required by Arts Service.	Current subsidy: Grantham (GAC) (£24,934) Stamford (SAC): (£39,000) Bourne Corn Ex: £18,000		
			Attendance at Leisure Centres (presented for each centre)	<b>Grantham:</b> Total of 112,678 (- 0.2% decrease on Q3, and - 12.8% decrease for the same period 2023/24)  <b>Bourne:</b> Total of 64,473 (20.8% increase on Q1, and - 0.4% decrease for the same period in 2023/24)  <b>Stamford:</b> Total of 34,677 (17% increase on Q3 and 4.1% increase for the same period in 2023/24)	On Target	On Target	Overall attendance across all three leisure centres was 211,828. This is 8.1% up on Q3, and 2% up on Q4 2023/24. This is representative of the national trend for fitness whereby January and February are peak trading periods.

Index	Priority	Action	Owner	Target/s	Q4 Value	Q4 Status	Manager Commentary
COM4 (continued)	Connecting Communities	Invest in a sustainable leisure and cultural offer.	Assistant Director (Leisure, Culture and Place) / Leisure, Parks and Open Spaces Team Leader	Attendance at Leisure Centres (presented for each centre)	See commentary	On Target	Total Social Value generated over the last 12 months for each centre is as follows: Grantham £1,220,574 Bourne £1,081,927 Stamford £655,427
COM5	Connecting Communities	Ensure that our leisure facilities and arts venues are sustainable and meet future needs.	Assistant Director (Leisure, Culture and Place) / Leisure, Parks and Open Spaces Team Leader	*Number of rectifications issued for: cleanliness and maintenance (six monthly) (presented for each centre) (For information)	<b>Bourne:</b> 81 cleanliness/48 maintenance  <b>Stamford:</b> 205 cleanliness/49 maintenance  <b>Grantham Meres:</b> 133 cleanliness/95 maintenance  <b>Grantham Stadium:</b> 133 cleanliness/69 maintenance	Information Only	All centres have undertaken Quest Entry (external sector quality assessment) and achieved a 'Good' banding following which an action plan has been developed for each centre to ensure an ethos of continuous improvement. Inspections and resulting rectification actions continue to be undertaken to ensure a high level of customer experience and standards of cleanliness. These include any maintenance items on behalf of the Council and LeisureSK Ltd. The overall satisfaction of users for LeisureSK that completed the annual customer experience survey was 80.99% There has been an increase in rectification visits undertaken at Stamford following customer feedback received by the Council. These arrangements will remain in place to ensure the improvements made continue.

Index	Priority	Action	Owner	Target/s	Q4 Value	Q4 Status	Manager Commentary
COM5 (continued)	Connecting Communities	Ensure that our leisure facilities and arts venues are sustainable and meet future needs.	Assistant Director (Leisure, Culture and Place) / Leisure, Parks and Open Spaces Team Leader	Public satisfaction score for leisure centres broken down by overall satisfaction, Net Promotor Score (NPS), in centre activity, Cleanliness (presented for each centre)	See Commentary	On Target	The NPS (Net Promotor Score) Survey was undertaken in Q3 2024/25. <sup>1</sup> The results were: Overall satisfaction Bourne 82.11%, Stamford 80.88%, Grantham 80%. Net Promotor Score (NPS) Bourne 30.85, Stamford -1.51, Grantham 9.09. Staff Friendliness Bourne 93.48%, Stamford 83.58%, Grantham 74.75%. *Cleanliness Bourne 65.59%, Stamford 42.65%, Grantham 37.37%
COM6	Connecting Communities	Enable and support a flourishing and vibrant artistic and cultural scene	Assistant Director (Leisure, Culture and Place) / Arts and Cultural Services Manager	Attendance numbers at venues (presented by venue and by whether the attendee is a resident of SKDC)	Grantham 31,456 tickets sold in 2024/25 (cumulative) (annual target 28,000)  Stamford 41,115 tickets sold in 2024/25 (cumulative) (16,206 performances, 24,889 film) (annual target 37,000)	On Target	Ticket sales are above target for each venue. Venue Managers are using fees and charges as a basis for hire, with discounts offered for bookings in line with Cultural Strategy, or that complement any programming gaps. Total ticket sales: Stamford Arts Centre (SAC) 41,115 (annual target 37,000) of which Stamford Arts Centre Film sold 24,889 tickets. Grantham Guildhall 31,456 (annual target 28,000). 80% of tickets for the Grantham Guildhall were sold to residents of South Kesteven. In Stamford, overall 71% of tickets were sold to South Kesteven residents. 82% of SAC Film tickets were sold to residents.

<sup>1</sup> Net Promoter Scores (NPS) are undertaken by Moving Communities as part of the annual customer satisfaction survey. NPS is a measure of the customer experience based on their likelihood to recommend the centre(s) to a friend or colleague. It is calculated by subtracting the percentage of Detractors (scoring 0-6) from the percentage of Promoters (scoring 9-10) on a scale of 0-10. The NPS can range from a low of -100 (if every customer is a Detractor) to a high of 100 (if every customer is a Promoter).

Index	Priority	Action	Owner	Target/s	Q4 Value	Q4 Status	Manager Commentary
COM6 (continued)	Connecting Communities	Enable and support a flourishing and vibrant artistic and cultural scene	Assistant Director (Leisure, Culture and Place) / Arts and Cultural Services Manager	Take up of Rural Touring programme across the district.	See Commentary	On Target	The Rural Touring programme is delivered by Live and Local. A review of Live and Local has been undertaken, with many venues in SK asking for multiple shows. At this stage it is not possible to increase the amount of funding. Venues in the Bourne/Deepings area are being encouraged to participate. Discounts are being offered for bulk bookings of room hire for youth drama classes. The gallery at Stamford was utilised free of charge in return for art workshops which were chargeable. The current arrangements have worked well and brought in new audiences and footfall to the centres.
				Utilise outreach budget so organise one activity/event with SKDC in the financial year.	See Commentary		The Whale and Our Place, Our Art projects which were funded by UKSPF have been successfully delivered across the district. There were 627 participants in the event. The feedback for both projects has been overwhelmingly positive with lots of families and community groups participating in the activity.
				Bourne Corn Exchange Events sold through SKDC box office.	See Commentary		The new Bourne Corn Exchange website has been launched. 14 events have been put on sale on sold using the Spektrix ticketing system in Q4 2024/25 with 1531 tickets being sold.
COM10	Connecting Communities	Maintain and enhance our green areas across the District.	Assistant Director (Leisure, Culture and Place)/ Leisure, Parks and Open Spaces Team Leader	*Public satisfaction score from annual surveys for: Wyndham Park, Queen Elizabeth and Dysart Park	See Commentary	On Target	All three Grantham parks have retained their Green Flag status and Wyndham Park has retained its Green Heritage accreditation also. The parks have recovered well from the January 2025 floods and planning is underway for the summer season. The Annual Wyndham Park survey was undertaken in Q3 2024/25. 89.5% (119/133) of respondents were either very or fairly satisfied with the park. Surveys for Dysart park and Queen Elizabeth Park took place in April 2025 and June 2025.

<b>Index</b>	<b>Priority</b>	<b>Action</b>	<b>Owner</b>	<b>Target/s</b>	<b>Q4 Value</b>	<b>Q4 Status</b>	<b>Manager Commentary</b>
ECON10	Enabling Economic Opportunity	Continue to promote and develop South Kesteven as an attractive visitor destination, focusing on our cultural and heritage strengths	Head of Economic Development	Adoption of a tourism strategic framework	Research Stage	Below Target	First steps have been taken toward the creation of the Visitor Economy Strategy. An initial draft was targeted for Spring 2025. Due to staff vacancies, work has temporarily halted on the strategy until Summer 2025.
ENVIRO4	Sustainable South Kesteven	Improve the energy efficiency of the leisure estate and review further renewable energy opportunities.	Leisure, Parks and Open Spaces Team Leader	Delivery of Projects	See Commentary	On Target	Contract awarded to Leisure Energy through the UK Leisure Framework managed by Alliance Leisure for the Public Sector Decarbonisation Scheme project. The decarbonisation project has progressed to RIBA stage 4 with the Council accepting a fixed price offer to progress the project to the construction phase. Procurement of stadium floodlight upgrades to LED completed. The installation works have been delayed until Q1 2025/26 due to a delay in the shipping of parts.

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## Cultural and Leisure Overview and Scrutiny Committee

Wednesday, 15 July 2025

Report of David Scott, Director of LeisureSK Ltd

### LeisureSK Ltd - Provisional Outturn 2024/25 and Finance and Operational Performance Update 2025/26

#### Report Author

David Scott, Director of LeisureSK Ltd

 [david.scott@leisuresk.co.uk](mailto:david.scott@leisuresk.co.uk)

#### Purpose of Report

To provide an update regarding the performance and budget position of LeisureSK Ltd covering the provisional outturn for 2024/25 and the year-to-date position for 2025/26.

#### Recommendations

**The Committee is recommended to note the provisional outturn for the financial year 2024/25 and the 2025/26 update regarding the financial performance of LeisureSK Ltd.**

#### Decision Information

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

Yes - Exempt Appendix 1 - Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act.

## 1. Background to the Report

### Performance Update

- 1.1 The Council's Corporate Plan 2024 to 2027 sets out the key priorities for the Council including its leisure service. Encouraging sport and physical activity to support healthy lifestyles by reducing health inequalities and delivering a sustainable leisure offer helps to support the Council's corporate ambition and provides opportunities for improved health and wellbeing outcomes for local communities.
- 1.2 The Council's leisure contract with LeisureSK Ltd focusses on embedding an approach that seeks to continuously improve service delivery and customer experience.
- 1.3 A new 10-year contract has been agreed and now in place which is operating under agency principles from the 1st April 2025.
- 1.4 Overall fitness memberships remained stable with a minor 0.6% reduction over the comparative 12-month period to the end of May.
- 1.5 Across the individual sites, Bourne increased its membership by 19 (1.4%), Grantham increased by 84 (6.1%), while Stamford decreased by 125 (15.6%), this is due to increased competition following a new gym opening nearby earlier this year.
- 1.6 Swim school Direct Debit income over the comparative 12-month period to the end of May has remained relatively stable with a minor decrease of 0.2%. We have seen a reduction in numbers overall of 4.8% but the above budget price increase in September 2024 has helped mitigate most of the financial impact.
- 1.7 Swim school Direct Debit income over the comparative 12-month period to the end of May has remained relatively stable with a minor decreased by 0.2%. We have seen a reduction in numbers overall by 4.8% but the price increase in January 2025 has helped mitigate most of that financial impact.
- 1.8 Events have continued to be held regularly at Grantham Meres and generate income supporting the cashflow of the Company.
- 1.9 At a previous Committee meeting it was raised that the Company would be approaching the Council for a loan so that the gym can be refurbished at Grantham Meres as its 8 years old. It was agreed at the Full Council meeting on 27<sup>th</sup> February 2025 for this Committee to review any funding request at its March meeting. A procurement process was commenced to establish the exact funding amount required but this was aborted following a challenge and subsequent

review. Currently, LeisureSK Ltd is reviewing the business case again to ensure it is robust which has been discussed at its most recent Board meeting in July 2025. It will in due course present its updated business proposal to the Council for consideration.

- 1.10 It is worth noting, the continuing improvement in the current financial position of the Company, which is discussed at each Board meeting. At the end of the financial year 2024-25 The Company is reporting profit in excess of its forecast profit and based on the current year to date position for 2025-26 a profit is also being forecast which under the agency principles would be returned to the Council. More detailed information is provided in the Appendix A

## **2. Key Considerations**

- 2.1. The new 10 year contract between the Council and LeisureSK Ltd commenced on 1st April 2025 under agency principles which based on the current forecast is predicting an operating surplus for 2025-26.
- 2.2. LeisureSK Ltd is committed to supporting the Council achieving its ambitions of having a sustainable leisure and cultural offer as per the new Corporate Plan 2024-27.
- 2.3. LeisureSK Ltd will continue to report to the Council around the KPIs as agreed in the new contract on a quarterly basis moving forward. This would contain all the information provided in this report with a number of supplementary items. Due to the timing of this committee the quarterly KPI report is still being prepared and therefore hasn't been included with this report but will be provided to The Council shortly.
- 2.4. A new Non-Executive Director David Rushton has been recently appointed to the board and given the role as Chairman following the Governance and Audit Committee on 18<sup>th</sup> June 2025.

## **3. Appendices**

- 3.1. Appendix 1 – Financial information EXEMPT.

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

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## Culture and Leisure Overview and Scrutiny Committee

Tuesday, 15 July 2025

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

### Markets Action Plan Update

#### Report Author

Kay Boasman, Head of Waste Management and Market Services

 [kayleigh.boasman@southkesteven.gov.uk](mailto:kayleigh.boasman@southkesteven.gov.uk)

#### Purpose of Report

To provide the Committee with an update on the markets Action Plan. The Action Plan was developed to facilitate the delivery of the recommendations from the High Street Experts review of Bourne, Grantham and Stamford markets. It has been updated to include progress against the agreed actions and deadlines.

#### Recommendations

##### The Committee is recommended to:

1. Review the Action Plan and note the progress to date and amended deadlines for actions.

#### 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 new financial implications arising from the amended Action Plan. A new £50,000 revenue reserve was created for 2025/26 which is adequate to fund the actions not covered by the UKSPF funding.

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

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

- 1.2 There are no significant legal or governance implications arising from the report. Regular update reports are part of good governance.

*Completed by: James Welbourn, Democratic Services Manager*

## 2. Background to the Report

### Markets Action Plan

- 2.1. In summer 2024, an external consultant-led review of the Council's three markets (Bourne, Grantham and Stamford) was undertaken by the High Street Experts. The High Street Experts (HSE) are a private consultancy company with a specialist knowledge of independent retailers and markets; they specialise in supporting independent retailers and markets to maximise income.
- 2.2. For each market, a list of recommendations was developed; these recommendations were pulled into an Action Plan (Appendix 1). The Action Plan highlights the agreed deadlines and funding sources for each action.
- 2.3. To date, there has been excellent progress against the agreed actions and eleven of the sixteen agreed actions have been completed. The Action Plan in Appendix 1 shows which actions have been completed. Four of the actions remain outstanding and one action has been removed from the plan (see paragraph 2.5).
- 2.4. At the time of writing this report, the following actions are outstanding:

#### Phase 1 Actions

- Optimise market layout - Design the market for easy navigation and a logical flow, making it more shopper-friendly and encouraging longer visits.
- Improve accessibility - Ensure the market is accessible to all, with clear signage, convenient parking, and facilities for individuals with disabilities.

#### Phase 2 Actions

- Wayfinding and Signage - Analyse the market-specific recommendations within the report to create a bespoke wayfinding and signage plan for each market.

#### Phase 3 Actions

- Establish a 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.

- 2.5. Alongside the four outstanding actions highlighted above, there is one action which is no longer required. This action was to introduce a market/high street loyalty card; however, further investigation has indicated that this is not the right scheme for our traders. This was also discussed at the February 2025 Culture and Leisure Overview and Scrutiny Committee (OSC), and it was agreed that the action be removed. As a result, it has been removed from the Action Plan.

2.6. The four outstanding actions require a specific skill set to enable delivery, a recent recruitment exercise was undertaken, and a new Economic Development Manager has been recruited. The new postholder is expected to start in autumn 2025 and to reflect this schedule, the deadline for the four outstanding actions has been deferred until 31<sup>st</sup> March 2026.

### **Further Updates**

2.7. Since the Action Plan was published, an additional £60,000 of Future High Street funding has been allocated to the Markets Service for the purchase of stall covers and chairs at Grantham Market. Grantham market now has sufficient stall covers and therefore it has been agreed that an amended proposal will be taken back to the Future High Street Project Board for approval. The amended proposal will include a stage and bistro chairs.

## **3. Key Considerations**

3.1. This report highlights the progress made against the Markets Action Plan, which was agreed by the Committee in February 2025.

3.2. The report highlights that only four actions remain outstanding, and these actions will be completed before the 2025/26 period ends. The actions have been delayed due to staffing changes; however, the recent recruitment exercise was successful, and the newly appointed Economic Development Manager is due to start in autumn.

## **4. Other Options Considered**

4.1. As this report is for noting only, no other options were considered

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

5.1. Due to some deadline changes, the Committee is being asked to review the Action Plan and note the actions where deadlines have been extended to facilitate the recruitment of the Economic Development Manager.

## **6. Appendices**

6.1. Appendix 1 – Updated Action Plan



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## Appendix 1 – Action Plan

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

**Key:**

**Orange – funded by UKSPF**

**Green – additional funding required**

**Grey – resources already in-place to deliver**

Phase	Recommendation / Action	Cost	Original Timescale	Amended Timescale	Updated Position (July 2025)
<b>Pre-Action Plan initiation</b>	Establish costs and specific timescales for implementation of each phase as recommended	Officer time	Complete	N/A	COMPLETE
	Establish core set of KPI's to establish baseline for each market to measure progress against	Officer time	December 2024	N/A	COMPLETE
<b>Phase 1</b> <b>Current trading footprint</b>	Expand trader variety: <ul style="list-style-type: none"> <li>• Design a matrix for the ideal mix of traders,</li> <li>• Increase trader numbers and ensure diversity of products</li> </ul>	Officer time	31 <sup>st</sup> March 2025	N/A	COMPLETE
	Enhance marketing efforts: <ul style="list-style-type: none"> <li>• Create a bespoke Communications and Marketing Plan to raise awareness of markets and events, increase footfall and promote events,</li> <li>• Ensure events are aligned with the community through the creation of an 'Events Calendar'</li> </ul>	£5,000	31 <sup>st</sup> March 2025	N/A	COMPLETE
	Optimise market layout: <ul style="list-style-type: none"> <li>• Design the market for easy navigation and a logical flow, making it more shopper-friendly and encouraging longer visits</li> </ul>	Officer time	31 <sup>st</sup> March 2025	31 <sup>st</sup> March 2026	Awaiting the newly recruited Economic Development Manager to progress
	Improve accessibility:	£10,000 (estimate for an accessibility audit)	31 <sup>st</sup> December 2025	31 <sup>st</sup> March 2026	Awaiting the newly recruited

	<ul style="list-style-type: none"> <li>• Ensure the market is accessible to all, with clear signage, convenient parking, and facilities for individuals with disabilities</li> </ul>				Economic Development Manager to progress
	<p>Trading hours:</p> <ul style="list-style-type: none"> <li>• Assess trading hours and look at how these can be changed to suit the lifestyles of different generations.</li> </ul>	Officer time	30 <sup>th</sup> June 2025	N/A	COMPLETE
<h2>Phase 2</h2> <p><b>Identity</b></p>	<p>Undertake a place branding exercise which:</p> <ul style="list-style-type: none"> <li>• Creates a bespoke brand for each market,</li> <li>• Ensures the brand is unique to local heritage,</li> <li>• Ensures the branding is linked to the Communication and Marketing Plan, and</li> <li>• Create a visual template for traders with direction on stall type e.g. pre-erected.</li> </ul>	£10,000	31 <sup>st</sup> March 2025	N/A	COMPLETE
	<p>Once branding is established, ensure Traders are supported to deliver to the brand by:</p> <ul style="list-style-type: none"> <li>• Training workshops,</li> <li>• Grants and funding,</li> <li>• Marketing toolkits,</li> <li>• Promotional campaigns,</li> <li>• Online presence support,</li> <li>• Networking opportunities, and</li> <li>• Provide visual standards and guidelines,</li> </ul>	£7,000	31 <sup>st</sup> March 2025	N/A	COMPLETE
	<p>Wayfinding and signage:</p> <ul style="list-style-type: none"> <li>• Analyse the market-specific recommendations within the report to create a bespoke wayfinding and signage plan for each market</li> </ul>	£10,000	30 <sup>th</sup> June 2025	31 <sup>st</sup> March 2026	Awaiting the newly recruited Economic Development Manager to progress

	<p>Collaborate:</p> <ul style="list-style-type: none"> <li>• Build relationships with the adjacent businesses, encouraging the cafés to use market produce and name it on their menus,</li> <li>• Speak 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,</li> <li>• Negotiate the use of facilities such as toilets and free Wi-Fi access,</li> <li>• Negotiate rates for services with sign companies to enable uniform trader signage comparable with place branding,</li> <li>• Encourage entrepreneurship with the local schools,</li> <li>• Encourage local Community groups and societies to use the marketplace to fund raise and build up membership signups.</li> </ul>	Officer time	This will be ongoing throughout the programme of improvement	This will be ongoing throughout the programme of improvement	Ongoing
<p><b>Phase 3</b> Operations and opportunity</p>	<p>Explore Visitor economy opportunities:</p> <ul style="list-style-type: none"> <li>• Assess the viability of improving the coach park layout to improve footfall,</li> <li>• Introduce Park Run's to market towns and link to the market in all towns,</li> <li>• Identify special interests for each market and establish 'special interest stalls' e.g. the gingerbread/Grantham link</li> </ul>	Officer time	This will be ongoing throughout the programme of improvement	This will be ongoing throughout the programme of improvement	Ongoing
	Establish a 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.	£7,000	30th June 2025	31 <sup>st</sup> March 2026	Awaiting the newly recruited Economic Development Manager to progress
	Introduce a market/high street loyalty card to encourage repeat visits, boost the local economy, collect valuable data and enhance the customer experience.	£3,000 per market	30 <sup>th</sup> June 2025	No longer required	No longer required

	<p>Enhance basic infrastructure to allow for successful events, including:</p> <ul style="list-style-type: none"> <li>• A stage for shows,</li> <li>• Gazebos, covers and weights,</li> <li>• Heavy duty cable ramping,</li> <li>• Wheeled cages,</li> <li>• String lights (&amp; power packs),</li> <li>• Road closure signs,</li> <li>• Road closure barriers,</li> <li>• Stall covers.</li> </ul>	<p>Total - £30,200</p> <ul style="list-style-type: none"> <li>• Stage - £4,000</li> <li>• Gazebo – £2,400</li> <li>• Cable - £3,000</li> <li>• Cages - £1,800</li> <li>• Lights - £6,000</li> <li>• Signs - £2,500</li> <li>• Barriers – £500</li> <li>• Covers - £10,000</li> </ul>	31 <sup>st</sup> March 2025	N/A	COMPLETE  Items not purchased – stage, lights and powerpacks.
	<p>Explore themed events and ensure appropriately themed events are selected for the demographic of each market; these events should be promoted through the Communication and Marketing Plan and the Events Calendar.</p>	<p>Officer time / linked to enhanced communications plan and place branding actions.</p>	30 <sup>th</sup> June 2025	N/A	COMPLETE

# Culture and Leisure Overview and Scrutiny Committee 2025/26

## WORK PROGRAMME

REPORT TITLE	OFFICER	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/PRIORITY
<b>15 July 2025</b>				
Corporate Plan 2024-27: Key Performance Indicators Report - End-Year (Q4) 2024/25	Lead Officer: Charles James (Policy Officer)	To present the Council's performance against the Corporate Plan 2024-27 Key Performance Indicators (KPIs) for quarter 4 2024/25.	Standing item	
Report on provisional outturn and first quarter performance – LeisureSK Ltd	The Chairman of LeisureSK Ltd	To update the Committee on the performance of LeisureSK Ltd for the first quarter of the financial year	The Committee are expected to receive a quarterly update.	
Update on Markets Action Plan	Lead Officer: Kay Boasman (Head of Waste Management & Market Services)	To update the Committee on the progress of the Markets Action Plan	Agreed by the Chairman at Agenda setting on 3.6.25	
<b>14 October 2025</b>				
Play Area Strategy	Lead Officer: Michael Chester (Team Leader Leisure, Parks and Open Spaces)	To report on progress on the Action Plan accompanying the Play Area Strategy	Committee requested an update be provided in 12 months at the September 2024 meeting	

REPORT TITLE	OFFICER	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/PRIORITY
Parks Update	Lead Officer: Michael Chester (Team Leader Leisure, Parks and Open Spaces)	To highlight the Committee with information relating to the Grantham Parks and the facilities and activities provided	Agreed by the Chairman at Agenda setting on 3.6.25	
Cultural Strategy Update	Lead Officer: Jade Porter (Arts and Cultural Services Manager)	To scrutinise performance of the Council's Arts and Cultural Service, including the implementation of the Cultural Strategy and achievement of the action plan	This forms part of regular six-monthly updates which are provided to the Culture and Leisure Overview and Scrutiny Committee.	Connecting Communities
Sports and Physical Activity Update	Lead Officer: Beth Goodman (Physical Activity and Wellbeing Lead)	6 monthly review	Update requested at the meeting held on 3 September	
<b>11 December 2025</b>				
Corporate Plan 2024-27: KPI Report Q2 (Mid-Year) 2025/26	Lead Officer: Charles James (Policy Officer)			
Visit from Grantham Town FC	Lead Officer: Karen Whitfield (Assistant Director for Leisure, Culture and Place)	To consider a report detailing the negotiations between the Council and Grantham Town Football Club regarding a new lease of the Stadium in Grantham	Committee have requested an update prior to this being considered by Cabinet.	

REPORT TITLE	OFFICER	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/PRIORITY
<b>FUTURE ITEMS</b>				
<b>Play Area Strategy review – September 2025</b> <b>Sports and Physical Activity Update – Due November 2025</b>				

## REMIT

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

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

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