

Finance and Economic Overview and Scrutiny Committee



SOUTH
KESTEVEN
DISTRICT
COUNCIL

Tuesday, 23 September 2025 at 10.00 am
Council Chamber – South Kesteven House,
St. Peter's Hill, Grantham, NG31 6PZ

Committee Councillor Bridget Ley (Chairman)
Members: Councillor Gareth Knight (Vice-Chairman)
Councillor Gloria Johnson, Councillor Max Sawyer, Councillor Lee Steptoe,
Councillor Murray Turner, Councillor Mark Whittington and 2 Vacancies

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
- 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 24 July 2025** (Pages 3 - 16)
- 5. Updates from previous meeting** (Page 17)

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01476 406080

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

6. **Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service**
7. **Update on Economic Development Strategy Action Plan** (Pages 19 - 38)
To provide an update to the Committee regarding the action plan associated with the South Kesteven District Economic Development Strategy (2024-2028)
8. **Update on UK Shared Prosperity Fund 2025-26** (Pages 39 - 59)
To update the Committee as to the progress made in delivering the UK Shared Prosperity Fund Allocation 2025-26.
9. **Turnpike Depot Update - September 2025** (Pages 61 - 67)
This report provides an update on the construction of the new Waste Depot at Turnpike Close, Grantham.
10. **Corporate Asset Management Strategy Review** (Pages 69 - 89)
To review and update the Corporate asset Management Strategy 2022-2027, ensuring the strategy is in accordance with SKDC current priorities and objectives.
11. **Corporate Property Maintenance Strategy Progress Update** (Pages 91 - 95)
The purpose of this report is to provide an update on progress being made in respect to the General Fund Maintenance Programme in accordance with the Maintenance Strategy.
12. **Leisure Investment Reserve – Allocation Criteria** (Pages 97 - 100)
A Leisure Investment Reserve has been established and a proposed criteria is to be developed in order to provide a clear methodology to allocate the funding.
13. **Finance Update Report - April to July 2025** (Pages 101 - 111)
To present the Council's forecast 2025/26 financial position as at end of July 2025.
The report covers the following areas:
 - General Fund Revenue Budget
 - Housing Revenue Account Budget
 - Capital Programmes – General Fund and Housing Revenue Account
14. **St Martins Park Update (Verbal)**
For the Head of Corporate Projects, Performance and Climate Change to provide a verbal update and presentation on St Martins Park, Stamford.
15. **Work Programme 2025/26** (Pages 113 - 115)
16. **Any other business, which the Chairman, by reason of special circumstance decides is urgent**

Minutes

Finance and Economic Overview and Scrutiny Committee



SOUTH
KESTEVEN
DISTRICT
COUNCIL

Thursday, 24 July 2025, 2.00 pm

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

Committee Members present

Councillor Bridget Ley (Chairman)
Councillor Gareth Knight (Vice-Chairman)
Councillor Gloria Johnson
Councillor Max Sawyer
Councillor Lee Steptoe
Councillor Murray Turner
Councillor Mark Whittington
Councillor Tim Harrison
Councillor Robert Leadenham

Cabinet Members present

Councillor Ashley Baxter (Leader of the Council)
Councillor Richard Cleaver (Cabinet Member for Property and Public Engagement)
Councillor Philip Knowles (Cabinet Member for Corporate Governance and Licensing)

Other Members present

Councillor Matthew Bailey
Councillor Graham Jeal

Officers

Richard Wyles (Deputy Chief Executive, S151 Officer)
Alison Hall-Wright (Director of Housing, Deputy Monitoring Officer)
David Scott (Assistant Director of Finance, Deputy S151 Officer)
Emma Whittaker (Assistant Director of Planning and Growth)
Karen Whitfield (Assistant Director of Culture, Leisure and Place)
Claire Moses (Head of Service – Revenues, Benefits, Customer Service and Community)
Claire Saunders (High Street Heritage Action Zone Project Manager)
Charles James (Policy Officer)
Megan White (Corporate Project Officer)
Amy Pryde (Democratic Services Officer)

1. Public Speaking

There were none.

2. Apologies for Absence

Councillor Tim Harrison substituted for Councillor Ian Selby.

Councillor Robert Leadenhams filled the Conservative Vacancy.

3. Disclosure of Interests

There were none.

4. Minutes from the previous meeting

The minutes from the meeting held on 13 May 2025 were proposed, seconded and **AGREED** as an accurate record.

5. Updates from previous meeting

All actions were completed.

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

There were none.

7. Turnpike Depot Update - July 2025

The Cabinet Member for Property and Public Engagement presented the report.

The Project Board had recently met and were continuing to ensure the new depot became operational at the end of November 2025, within budget.

Officers were thanked for their hard work on this project, whilst simultaneously running other large projects within the District.

One Member noted that specific elements of construction were behind, however, would not prevent the depot opening. Clarification was sought around what the specific elements were and if they were related to any budget changes.

The Deputy Chief Executive clarified the specific element related to the supply of steels to the site. The steels contractor went into liquidation, however, Lindum's had sourced the steels from an alternative supplier.

It was noted that some utility connection costs had not yet been confirmed. It was queried what proportion of the contingency budget remained unallocated and whether it would be sufficient to absorb the potential liabilities from utility providers.

The contingency budget was completely unallocated at present and would be available for utility providers if necessary.

Members were reassured that representatives of the Committee and Cabinet Members attended monthly board meetings on the project. The board had sight of any new costs introduced into the contract.

The Chairman of the Committee attends the board meetings as an observer. The Leader of the Council, Cabinet Member for Property and Public Engagement and the Cabinet Member for Environment and Waste were members of the board.

The Committee had visited the site prior to the meeting and were pleased with the progress made.

The Committee noted the current position of the delivery of the new Waste Depot at Turnpike Close, Grantham.

8. Grantham Future High Street Fund Programme Update

The Leader of the Council presented the report to update the Committee on the Grantham Future High Streets Fund (FHSF) Programme, following the previous update in February 2025.

The FHSF is a £5.2m programme which began in 2021 and should be completed in March 2026.

The improvements at present had included the Conduit Lane toilet refurbishment, the five-armed junction at Station approach and Grantham market square. 9 of the 22 proposed upper floor residential units had been completed and let. Works were ongoing to complete the remaining flats.

Following the completion of the public realm works, £882,695 had been reallocated within the public realm budgets, which had been released for reallocation.

Following negotiation with the Ministry of Housing, Community and Local Government (MHCLG), Officers secured permission to reallocate the funding to projects within the Future High Streets Fund which would help ensure the total funding is utilised.

Progress in delivering the approved projects was detailed in paragraphs 2.7 and 2.8 of the report.

Subsequently, an additional £400,000 had been identified, principally from savings within the public realm projects.

One Member queried what plans may be in place for the available £400,000.

The £400,000 was part of the Government's Future High Street Fund grant and a form of capital expenditure. The Events budget formed part of the Council's match funding to the programme, which was managed separately as different terms for spending that money would apply.

Further information on how money would be spent on events within the programme was requested. It was noted that a cost of £7,000 for a brass band was proposed for Lincolnshire Day, although this would be derived from a separate budget.

The Leader of the Council clarified that £7,000 would not be spent on a brass band for Lincolnshire Day. It was noted that the £7,000 was part of a separate budget to the programme underspend.

At a recent FHSF board meeting, discussions took place on exploring ways in which the overspend could be utilised:

- Power supply to the market square in Grantham to cater for events may require lighting or electricity.
- Improve wayfinding in the town centre to encourage visitors to visit historic features within the town.
- Investment would be made in the Grantham Museum in order to hold exhibits and repatriate collections from Lincoln museum.
- Plans for the cultural quarter (St Peters Hill to the Savoy Cinema),

One Member queried the likelihood of the remaining unallocated budget being fully contractually committed and whether the funding would be returned if not allocated.

The Leader of the Council had hoped none of the funding would be returned. Officers were working towards a tight deadline, however, it was believed upcoming projects would fully absorb the allocation.

Clarification was sought that lessons had been learnt from the ticketed event for the Family Festival.

As FHSF was due to end in March 2026, the Council's long-term strategy was queried in order to ensure the momentum for increased footfall in Grantham.

It was highlighted that the ticketed event for the Family Festival was a good event, however, there had been a low turnout. It was clarified a contingency plan was in place to ensure a better turnout in future.

The Council were working with local partners to increase footfall in the centre of Grantham.

It was highlighted that local businesses and Town/District Councillors would need to champion events in Grantham post March 2026. The Council would not have sums of money, as in recent years. The Council would work to increase footfall in all towns within the District.

Members welcomed the FHSF on the regeneration of Grantham town centre.

It was noted that £50,000 would be spent on the cultural quarter of St Peters Hill, however, concern was raised on comments received from residents on anti-social behaviour taking place within the cultural quarter.

The Leader of the Council confirmed there had been an increase of CCTV within that area and urged any behaviours were reported.

The Council were finalising proposals for improvements to the cultural quarter which may include improving the grasses areas, planting schemes and a water feature.

It was suggested that lessons learnt from previous events and schemes be brought back to the Committee in the future to scrutinise.

£60,000 of FHSF would be used for bistro chairs, a stage and chair/covers. Assurance was sought whether funding would need to be contractually committed by the end of September 2025 and that the proposed events stage would be fully utilised, once purchased.

The Assistant Director of Planning and Growth clarified work was taking place around how the funding could be best utilised. The stall covers were not required and therefore, the bistro chairs and stage were being explored. The Committee would be updated in due course if the markets allocation of FHSF came to less than £60,000.

A query was raised on requirement and claw back mechanisms the Council had in place with Upper Floor Grants properties if the recipients decided to resell or repurpose the property within a short period of time.

Within the grant agreements for each recipient, there was a five-year claw back clause in which if the property was sold or materially disposed of, the grants could be drawn back. There was a charge placed on the land registry against the properties if sold.

The Committee noted the report and progress on the Grantham Future High Street Fund Programme and to offer feedback to the FHSF board.

9. General Fund Provisional Outturn

The Leader of the Council presented the report.

The report demonstrated a positive position with strong and prudent financial management of the Council's finances, resulting in a provisional underspend of £1.1m on the revenue budget.

This underspend had enabled the Council to strengthen its reserves in areas such as IT and support training and development, as well as helping with future financial challenges which the Fair Funding Review and Local Government Reorganisation may bring.

The Council has delivered a number of key projects over the past 12 months and a number of multi-year schemes which require budgets to be carried forward, to support their delivery in 2025/26.

Paragraph 5.2 of the report outlined the reserve movements which were previously recommended to Governance and Audit and approved. There was an additional recommendation agreed to create a leisure investment reserve of £500,000 to invest in maintenance and improvement of the three leisure centres and the SK stadium.

Members were pleased to see that all Council services had been delivered within budget and having an underspend of £1.1m.

It was noted the underspends were largely driven by the lower fuel and energy costs together with better than expected interest income from the cash balances. It was queried what inflationary risks were anticipated for 2025/26 and whether the Council had sufficient financial headroom for unexpected commodity or wage inflation.

The Deputy Chief Executive confirmed to date, one budget assumption for 2025/26 was understated. The Council budgeted for 2% pay award, however, as previously agreed the Council had met the national position of 3.2%

In terms of fuel and energy, the Council was not seeing any financial pressures coming through. Attempts were made to bring energy costs down via LED light upgrades and installation of solar panels on Council assets.

One Member queried where reserves would sit under Local Government Reorganisation.

The Deputy Chief Executive confirmed reserves had been built up from local taxpayers and it was hoped they would be used in any future Council representing the local area. The Council had to run a balanced budget and would still be required to be prudent in spending any reserves prior to Local Government Reorganisation.

One Member sought further clarification on matters relating to the listing of expenditure:

- Item EDO1093 – consultant fees (stationary)
- PO02686 – polygons
- 18 entries of legal team work fees

The Chairman requested that any queries on individual monthly statements from the list of expenditure be dealt with after the meeting.

The Deputy Chief Executive confirmed the list of expenditure in question related to May 2025. The information presented on the Council's website was in accordance with the requirements set out in the Transparency Code.

The Committee reviewed the provisional General Fund Revenue and Capital Outturn position and the supporting appendices for the financial year 2024/25

10. Housing Revenue Account Provisional Outturn Report 2024/25

The Leader of the Council presented the report.

The report outlined the HRA budgets and Council's focus on continuing to meet the housing needs of tenants, by investing in homes and ensuring compliance with statutory requirements to ensure resources were allocated appropriately.

There had previously been a budget surplus of £7m in line with the HRA business plan in order to help fund future housing stock investment.

Based on a provisional overspend of £1.3m, this had reduced the surplus to £5.7m. This was mainly due to the significant investment required in year to reduce the backlog of repairs and to remedy damp and mould cases.

There had been an increased focus to decrease void turnaround times, which had contributed towards the overspend, but had led to increased rent receipts of £500,000 and reduced void times from 136 days to 79 days average.

In regard to capital expenditure, the Council made £22.7m investment in properties including energy efficiency initiatives, refurbishment improvements and compliance works in order to provide high quality homes for tenants.

Paragraph 5.2 outlined the reserve movements which had been recommended and approved by Governance and Audit Committee.

Members were pleased with the report and congratulated the team and administration on their hard work.

A query was raised on how the current reserve was linked to the HRA business plan.

It was noted that Governance and Audit had also agreed to create a new reserve of £1m for reactive repairs maintenance.

The Assistant Director of Finance confirmed that as part of the HRA business plan, there were different years where, in line with the HRA business plan there would be a budgeted surplus to help build reserves for future investment into the housing stock.

The Committee reviewed the provisional General Fund Revenue and Capital Outturn position and the supporting appendices for the financial year 2024/25

11. Local Council Tax Support Scheme Proposals 2026/27

The Leader of the Council presented the report.

The Council Tax Support Scheme was reviewed each year to ensure it was fit for purpose.

The scheme came into effect over 10 years ago and the Council agreed for the scheme to provide up to 80% entitlement for working age claimants and up to 100% for pension age claimants.

In determining the potential changes for the 2026/27 scheme, the Council was required to consider the cost of the scheme along with the administrative and legislative need to consider any changes.

During 2025, there had been a small increase in claimant numbers for customers of working age. This was a result of an increase in caseload due to the move to Universal Credit.

Additionally, the Welfare and Financial Advice team had seen an increase in financial support requests from residents with household support fund, discretionary council tax payments and discretionary housing payments.

Whilst a minor increase, it was an indication of how financial volatility and other external factors can influence claim numbers.

The Council's local scheme has been updated with amendments since the introduction in April 2013 to maintain the link with housing benefit and technical changes.

The Council had also introduced local changes during this time, which were detailed in paragraphs 2.12 to 2.30 of the report.

The report was proposing a 'no change' to the scheme for 2026/27, however, a consultation process would still take place.

It was noted that only 2 Special Constables had claimed for available discount. It was queried how many Special Constables lived in the District and hadn't claimed the discount.

It was confirmed 8 Special Constables would be eligible for the scheme within the District. The Police and Crime Commissioner were responsible for the promotion of the scheme directly to the Special Constables, alongside promotion on the Council's website.

The Head of Service (Revenues, Benefits, & Customer Service) confirmed a variable percentage of the scheme across the County, with the lowest being 75% for working age. A comparison of the percentages would be brought to the Committee in November.

Clarification was sought whether there was evidence to support the 'no change' scheme and if there was a point at which it would become financially unsustainable.

The increase was due to more customers moving on to Universal Credit, promotion of the scheme and the cost of living. The cost of the scheme was part of budget processes and would be reviewed at budget setting each year on its sustainability.

It was further queried whether the Council was concerned that a flat council tax support scheme may lead to a struggle with managing discretionary funds.

The discretionary scheme would be used for support where the council tax support scheme was prescriptive. Commonly, the Council did not spend all funding received for discretionary scheme and any underspend could be carried over.

Overall, the Committee were supportive of the 'no change' scheme.

The Committee:

- 1. Offered comment and feedback on the proposal of a 'no change' Local Council Tax Support Scheme 2026/27 for stakeholder consultation**
- 2. Endorsed the areas for stakeholder consultation as detailed in the report (paragraphs 2.12 to 2.30)**

12. Discretionary Council Tax Payment Policy 2026/27

The Leader of the Council presented the report.

A Discretionary Council Tax Payment could be awarded where a council tax support recipient had a shortfall between their award and their liability. Before the payment was rewarded, consideration would be given as to whether all other discounts and sources of help had been exhausted. Where appropriate, decisions would be deferred until all other avenues were explored.

Funding for this payment was solely provided by the Council and a provision was made each year of £30,000,

Paragraph 2.9 of the report outlined the Council's contribution from 2023/24 to date. Any underspends were rolled onto the following financial year.

At present there was £26,844 remaining to be awarded by the end of the financial year.

The Council proposed a 'no change' to the policy, however, were required to undertake a consultation process.

It was noted the expenditure had increased from 2023/24 to 2024/25. Concern was raised that inflation may cause a breach of the £30,000 budget.

The Head of Service (Revenues, Benefits & Customer Service) confirmed the budget was reviewed and any increase would be requested through budget setting. The Household Support Fund would also be utilised to support customers, if required.

The Discretionary Payment would only be eligible for a resident in receipt of council tax support.

It was queried how discretionary decisions were monitored and managed to ensure constancy and fairness.

Two Officers at the Council process the discretionary decisions. One Officer would make the decision and if the customer wasn't satisfied with the decision, the second Officer would review the decision.

The Committee:

Considered and made comment on the proposed Discretionary Council Tax Payment Policy prior to its inclusion within the consultation on the Localised Council Tax Support Scheme 2026/27.

13. Discretionary Housing Payment Policy 2026/27

The Discretionary Housing Payment Policy 2026/27 was introduced by the Leader of the Council.

Discretionary Housing Payments were awarded in instances where there was a shortfall between an individual's Housing Benefit or Universal Credit award and their rent.

The decision to award a Discretionary Housing Payment was often deferred until all other avenues of funding had been explored. So far for 2025-26, 22.22% of Discretionary Housing Payment applications were successfully awarded.

Funding for the scheme was determined by the Department of Work & Pensions and £155,861 of funding was awarded for 2025-26. At the time of the meeting, £34,633 had been spent.

A Member requested clarification about the top up facility. It was confirmed that the top up facility was for the Council to top up the level of Discretionary Housing Payment funding should they wish to. However, central government cap the level of this to prevent a postcode lottery with vastly different funding depending on the area.

During 2024-25, there were 282 applications awarded of the 610 received. The request was made for statistics of this nature to be released to the Committee for the year 2019-20.

It was confirmed that the scheme was only available to those in the rented sector.

ACTION: For the Head of Service (Revenues, Benefits & Customer Service) agreed to inform Members the proportion of Discretionary Housing Payment recipients that were Council tenants.

Members noted the proposed Discretionary Housing Payment Policy prior to its inclusion within the consultation on the Localised Council Tax Support Scheme 2026/27.

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

The Corporate Plan 2024-27: Key Performance Indicators Report - End-Year (Q4) 2024/25 was introduced by the Cabinet Member for Corporate Governance & Licensing.

Fifteen actions were presented within the remit of the Finance & Economic Overview and Scrutiny Committee. Twelve were rated green and three amber.

The Committee was asked not just to scrutinise the Council's performance against the outlined indicators, but also the continued relevance of the indicators themselves.

Members praised that no actions were rated red and a high proportion were rated green.

Clarity was sought about the effectiveness of the new Finance system, noting this had been rated amber for a sustained period of time. It was confirmed this was due to the 'go-live' date for the system being postponed from April until August.

It was confirmed that external benchmarking was undertaken via services such as LGInform. It was noted that blanket benchmarking could prove challenging given the varying factors between authorities.

It was acknowledged that some areas such as eco-development had been affected due to staff vacancies but overall the service had continued to be delivered well.

Members noted the performance against the Corporate Plan Key Performance Indicators in relation to the delivery of the Corporate Plan 2024-27.

15. Work Programme 2025/26

The Committee noted the Work Programme 2025/26.

A closure report on Turnpike Depot would be brought to the Committee at a later meeting.

One Member queried why the update on the South Kesteven Economic Development Strategy and the 6-monthly update on marketplace footfall was not on the agenda for the meeting.

The South Kesteven Economic Development Strategy would be brought back to the Committee in September 2025, once the Economic Development Manager was in post.

The marketplace footfall would be included within an update on the Future High Streets Fund at a future meeting.

The Council was required by MHCLG to monitor footfall, however, Officers were currently exploring meaningful ways in which this data could be collected, for example, spend data.

A report on Leisure Investment Reserve Criteria would also be brought to the Committee in November 2025.

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

There were none.

17. Close of meeting

The Chairman closed the meeting at 16:10.

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ACTION SHEET

Finance and Economic Overview and Scrutiny Committee

To provide members with an update on actions agreed at the meeting held on 24 July 2025.

Min No	Agenda Item	Action	Assigned to	Comment/Status	Deadline
13	Discretionary Housing Payment Policy 2026/27	For the Head of Service (Revenues, Benefits, Customer Service and Community) agreed to inform Members the proportion of Discretionary Housing Payment recipients that were Council tenants.	Claire Moses (Head of Service (Revenues, Benefits, Customer Service and Community))	Email sent to the Committee on 12 August 2025	Complete

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Finance and Economic Overview and Scrutiny Committee

Tuesday, 23 September 2025

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

Update on Economic Development Strategy Action Plan

Report Author

Emma Whittaker, Assistant Director (Planning & Growth)

 emma.whittaker@southkesteven.gov.uk

Purpose of Report

To provide an update to the Committee regarding the progress made towards the action plan associated with the South Kesteven District Economic Development Strategy (2024-2028)

Recommendations

The Committee is recommended to:

1. Note the progress made on the Action Plan
2. Agree to receive a further update and refreshed Action Plan within the next six months

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

Which wards are impacted?

Enabling economic opportunities
Housing
Effective council
(All Wards);

1. Implications

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

Finance and Procurement

- 1.1 The development of the Economic Development Strategy is an important part of the work programme of the Committee because it has significant implications for the economic vibrancy of the district. The development of the supporting Action Plan may have financial implications, and these will be considered at that time. Where implications cannot be maintained within existing resources the appropriate budget approvals will be sought.

Completed by: David Scott – Assistant Director of Finance and Deputy s151 Officer

Legal and Governance

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

Completed by: Alison Hall-Wright, Deputy Monitoring Officer

2. Background to the Report

- 2.1 Enabling Economic Opportunity is a priority within the Council's Corporate Plan 2024-2027. Supporting a dynamic, resilient and growing local economy will benefit all our communities. A vibrant economy attracts new and expanding businesses which in turn creates job opportunities and encourages inward investment in our towns and communities. Enabling local growth represents a 'golden thread' running through the Corporate Plan, the Local Plan and other service areas.
- 2.2 The Council's Economic Development Strategy was adopted by Cabinet in October 2024. The strategy was focused around five themes where the Council is most likely to influence the key challenges to achieving economic prosperity for South Kesteven. These five areas are:
 - Business, job creation and employment safeguarding
 - Skills development

- Inclusive growth and regeneration
- Inward investment
- Enhancing South Kesteven's tourism and visitor economy.

2.3. The Strategy can be used as the basis to promote the District as a prime location for investment. It can also be used to communicate messages to Government, investors and interested parties. It also demonstrates to investors and businesses that South Kesteven has a positive approach towards managing and delivering long term growth.

2.4. The Strategy includes an Action Plan setting out the activities the Economic Development Team will undertake to meet the objectives of the Strategy.

2.5. There has been good progress against many of the actions in the Strategy. This is illustrated in **Appendix A**. The Economic Development and Inward Investment Manager post has been vacant several months. Inconsequently, some of the actions have been delayed; this is reflected in the updated Action Plan.

2.6. The management role has now been filled so the paused actions can be resumed. However, there have been a number of key changes in circumstance since the Strategy was adopted. These include the publication of "The UK's Modern Industrial Strategy" by the Department of Business and Trade (June 2025). Additionally, the Greater Lincolnshire Combined County Authority (GLCCA) has been established and a Mayor was elected in May 2025. The focus areas for the GLCCA are:

- Transport,
- Employment and Skills, and
- Business and Infrastructure.

2.7. In light of these developments, it is appropriate for the Council to review the Action Plan to ensure that remains aligned with national and local ambitions. Therefore, it is planned that an updated Action Plan will be presented to the committee within the next six months.

3. Key Considerations

3.1. It is important to review progress against the Strategy and Action Plan to ensure the Council is meeting its objectives.

3.2. The actions in the Action Plan were split into "ongoing" activities, year 1 activities and year 3 activities. Actions scheduled for year 3 have been identified in **Appendix A**.

- 3.3. The team has continued to increase business engagement. Activities have included: hosting a webinar on grant funding applications; attending business club meetings; and supporting organisations in grant funding opportunities. The Council also held two “Meet the Buyer” events which provided information about public sector procurement; these were well received by the business community.
- 3.4. Two Skills Summits were held in February 2025. These were well attended and involved over 400 students and 23 businesses across both events. Funding has been secured for a follow-up event in March 2026.
- 3.5. A number of activities have been delivered to promote the district’s visitor economy. The Visitor Economy Officer continues to engage with colleagues across the county as well the people working within visitor economy sector. Actions 5.1 and 5.2 relate to being an “active partner of Destination Lincolnshire” but unfortunately, Destination Lincolnshire went into administration earlier this year. Discussions are ongoing discussions with all District Councils and the County Council to ensure work to create a Local Visitor Economy Partnership (LVEP) can continue.
- 3.6. The team continue to support organisations in securing grant funding outside of the grant programs run by the Council. This has included working with colleagues to secure £147,500 from the National Lottery Heritage Fund for the Council’s ‘Soldiers from the Skies’ project. Officers are also providing ongoing support to Grantham Museum to raise circa £200,000, and to Harlaxton Manor in their application for £500,000 in development funding (stage one of their £5million ‘Walled Garden Project).
- 3.7. In addition to the strategy, the team has assisted with the delivery of the Future High Streets Fund programme which has been extended to March 2026.

4. Other Options Considered

- 4.1 The progress on the Action Plan is for noting and to agree that the Committee will receive a further update within six months. No other options have been considered.

5. Reasons for the Recommendations

- 5.1. Regular review of the Action Plan is necessary to ensure the Council delivering the actions and meeting the aims and ambitions of the Strategy.

6. Background Papers

- 6.1 Minutes to Meeting of FEOSC 17th September 2024: [Agenda item - South Kesteven Economic Development Strategy 2024 / 2028 - Final Draft | South Kesteven District Council](#)
- 6.2 Report to Cabinet 8th October 2024: [Cabinet Paper SK Economic Development Strategy 2024 28.pdf](#)

7. Appendices

- 7.1 Updates on the Action Plan.

Section			Status	Comments
Area of Focus 1: Business and Job Creation and Employment Safeguarding				
52	Increase business engagement	Produce a quarterly business newsletter	Yellow	The creation of the newsletter is currently on hold pending the Economic Development and Inward Investment Manager being in post. Although the newsletter has not yet been created the Eco Dev team are currently developing the underlying infrastructure to collate and manage a mailing list prior to launching the newsletter. Following the initial launch of the newsletter its continued delivery will be considered business as usual. Relationships with businesses are currently maintained through existing social media and comms channels and attendance at networking and business clubs
		Procure a new customer relationship management system (CRM)	Green	Available CRM systems were researched, and it was identified that conventional CRM would not represent good value for money for the Council when the requirements of the Economic Development team were considered. The Business and Skills Officer has worked with the IT team to develop a solution using SharePoint to collate the necessary information. This has been produced and now requires data collection and population which is an ongoing process and part of business as usual. - COMPLETED
		Collate a collection of business support webinars and podcasts	Green	As part of business-as-usual officers highlight resources produced by third parties through regular communication with businesses and clients both in person and via social media etc. The team have recently created webinar resources around grant funding which has been made available through the SKDC website and will continue to develop webinars as appropriate where a need is demonstrable. The ongoing development of these resources will become part of business as usual and will be informally reviewed by officers on a six-monthly basis.
		Explore opportunities to develop a legacy beyond the funding period	Green	SKDC has completed the delivery of the original three- year UKSPF programme and are currently delivering the additional 'bridging year' of funding allocated for 2025/2026 financial year. The delivery of this additional year of funding has been adapted to respond to lessons learned from the previous three years of delivery. Projects supported by the funding to date demonstrate outputs and outcomes which will continue to benefit communities beyond the funding period.
		Draw upon the expertise of Local Economic Forum members to shape the work for the Council's Economic Development Strategy	Red	Challenges with the founding principles of the Local Economic Forum (LEF) were identified within the delivery of the first tranche of UKSPF. It was a requirement of the funding that all councils in receipt of the funding establish a LEF for strategic input into the delivery of the UKSPF programme (and wider engagement on strategy development). Unfortunately, the same group of senior stakeholders were being asked by all of the councils in Lincolnshire to form LEF's across the County. As this resulted in an unreasonable burden upon them, it resulted in lack of engagement with senior stakeholders. Typically, this resulted in more junior members of staff attending who could not give the same level of strategic oversight and created duplication with the role of the sub-groups, which as a result were poorly attended. While a strategic stakeholder group would be of value, this needs to be reviewed outside of the framework of UKSPF and giving consideration to the role of the GLCCA in the development of the county wide strategic position for Economic Development in Lincolnshire.
		Maintain the 'Local Business' sub-group of the Local Economic Forum	Red	See 1.5 above
		Work closely with Town Councils and Business Clubs across the district	Green	The Business and Skills officer has developed good relationships with relevant Town Councils and regularly attends Business Club meetings across the district, providing resources and support as needed. Working closely with Town Councils/Business Clubs continues to be delivered as a business-as-usual activity.

1.8	Help to access financial support	Assist organisations to find and apply for growth programmes to help businesses start, succeed, and grow		Business and Skills officer regularly offers support and signposting to relevant funding as it becomes available. Other members of the team do likewise for businesses and organisations operating in the Visitor Economy and Heritage Sectors. The Business and Skills Officer, in collaboration with the High Street Heritage Action Zone Programme Manager has recently delivered a webinar on Grant Application skills, which is now available along with an information pack through the SKDC website and YouTube channel. In person events will follow in September and October.
1.9	Support emerging growth sectors and new employers	Work with FE, Higher Education, and training providers to ensure skills are developed to support emerging growth sectors and new employers entering the district		As part of business as usual the Business and Skills Officer works with colleges, schools, and employers to identify skills needs and relevant programmes, for example through the Sector Based Work Academy Programme (SWAP). While a South Kesteven Skills audit and skills strategy have yet to be developed, the Business and Skills Officer (and other relevant officers) currently work to support the delivery of the Local Skills Improvement Plan framework. Work to develop a South Kesteven strategy will be addressed following the start in role of the new Economic Development and Inward Investment Manager, and a review of proposals made by the GLCCA.
1.10	Sector Support	Identify partners and suppliers for sector specific programmes and projects		On hold - this will be reviewed when the Economic Development and Inward Investment Manager is in post and following a review of proposals/ intentions of the GLCCA.
1.11		Introduce businesses and innovators to networking opportunities		As part of business as usual, the Business and Skills Officer regularly hosts and attends networking and events to introduce businesses to opportunities.
1.12	Invest in clean growth	Deliver Climate Change Expos which maximise opportunities of the transition to net zero Evaluate progress across the district for clean growth with specialist expertise to identify Council -Led incentives and programmes to meet new zero targets. Inclusion within carparking strategy (EV charging)		A Climate Change Expo took place in 2024, funded by SKDC through the UKSPF. Funding was also secured through UKSPF for businesses to receive bespoke decarbonisation audits delivered by Auditel. The wider strategy, and activity beyond this will be reviewed and developed with consideration to opportunities and strategy developed by the GLCCA.
1.13	Social Value in procurement	Capitalise on local development projects as opportunities for skills development and training.		This work has not yet started; however, it should be noted that teams within the Council entering into large contracts already include social value requirements within these. A policy for social value will be developed further when the Economic Development and Inward Investment Manager is in post, to support the Council in capitalising on Social Value options as relevant projects take place, and in light of new procurement regulations.
1.14	Develop a Small Business Concordat	Develop a statement of principles and publish guidance for suppliers on how to do business with the Council, and highlight details of forthcoming bidding opportunities		On hold until the Economic Development and Inward Investment Manager is in post

1.15	Host and support Meet the Buyer events	Provide opportunity for local businesses to understand contracts framework and supply chain opportunities		The Business and Skills Officer, supported by the Head of Procurement and colleagues across the Council hosted two meet the buyer events in February 2025. The events were held in Stamford and Grantham. The events were well attended by local businesses. Feedback indicates that the businesses which attended valued the opportunity to discuss the how public sector procurement works, learn about the relevant procurement platforms and frameworks. The team will review the future need and host further events if needed.
1.16	Support start-up and step-up businesses	Explore and implement ways which identify sites and premises to enable people to start and grow their businesses		The Business and Skills Officer, and other team members as relevant, work with businesses to assist them in identifying potential sites for start-up or grow on space which is available on the Market, and signpost to relevant third-party organisations. When the Economic Development and Inward Investment Manager is in post, opportunities for expanding this officer will be reviewed.
1.17	Profile business innovation	Support increased levels of innovation activity, through innovation institutions in key sectors		On hold until the Economic Development and Inward Investment Manager is in post and can review the need in light of GLCCA policies.
1.18	Inspire, transform, and sustain cultural change	Support independent companies to realise the potential of digital transformation, embrace new business models, or implement new ways of working.		The Business and Skills Officer, supported by other team members as necessary provide support for digital innovation by sign posting to relevant experts and via the delivery of Business Growth Grant programmes funded through UKSPF. The continued development of SKDC's offer will be reviewed when the Economic Development and Inward Investment Manager is in post and reflecting on opportunities and policy created by the GLCCA.
Area of Focus 2: Skills Development				
2.1	Reduce barriers people face to employment	Maintain and enhance the People and Skills subgroup of the Local Economic Forum		See point 1.5 and 1.6 with regards to the Local Economic Forum. Beyond the impact of the LEF several projects delivered through the UKSPF programme between 2020-2024 worked with individuals who were facing barriers to employment, these included funding Grantham College's 'Employability Support and Skills' programme which assisted 45 people engage with employment and supported 30 individuals with basic skills training to prepare for employment. Likewise Steadfast Training's 'Connect to Grow' programme, also funded through UKSPF which supported an additional 58 people to reduce barriers to employment.
2.2	Develop skills by working in partnership with local educational facilities	For existing and future pipeline of planned developments, target learning opportunities in areas where future job creation is most prevalent		On hold awaiting the Economic Development and Inward Investment Manager and reflecting on opportunities and policy created by the GLCCA.
2.3	Support a higher skilled and higher paid workforce across South Kesteven	Support businesses in upskilling and reskilling, especially in green skills		The Business and Skills Officer, supported by other colleagues where relevant has been actively working with businesses to connect them to relevant external organisations to support upskilling and skills development and training dependant on their identified needs (see also comments for section 1.9). Further activity to determine district wide skills gaps and in particular green sector skills gaps on hold until the Economic Development and Inward Investment Manager is in post, and can review this in light of the skills building agenda of the GLCCA
2.4		Establish a vocational skills forum		Scheduled for delivery in year three of action plan

2.5	Foster an understanding of skills and training needs	Hold a Skills Summit		Two skills summits were held in February 2025, one in Grantham and one in Stamford. The events were well attended, involving over 400 students and 23 business across the two events with many businesses attending both. All schools in the district with a Year 11 - Year 13 provision, as well as further education providers in the district were invited to attend. The events were attended by students from a number of schools in the district, as well as cohorts of job seekers supported by DWP. Positive feedback was received from businesses, teachers and students who took part. Unfortunately, there was a lack of engagement from Bourne despite schools initially committing to attend the Stamford event. It is understood that the Bourne Academy runs its own skills summit and therefore does not attend external events. Following the Grantham event, one of the students who had met with Frauhoff during the event impressed them so much that she was offered an interview for a Media Specialist role. She was successful in the interview and has taken on a Part Time role with Frauhoff while she completes her studies and will then move into a Full-Time role. The Business and Skills Officer has secured funding for a further event which will be held at Grantham Meres on the 4th of March 2026. The funding includes support for transport costs for schools travelling to the event and will be supported by events hosted in each Market Town.
2.6	Support the delivery of Armed Forces Covenant pledges	Raise awareness of the advantages of tapping into the veteran labour pool		The Business and Skills Officer supported the Armed Forces Covenant Officer in the delivery of 'Mission Business', an event held in June 2025 to introduce employers to benefits of recruiting veterans and promoting Armed Forces Reservists to employers. The event was well attended and received positive feedback. The Business and Skills Officer and other colleagues as relevant will continue to support the Armed Forces Covenant Officer to strengthen networks and raise awareness of the advantages of hiring veterans through business as usual.
2.7		Disseminate information to business group		See 2.6 The Economic Development team will continue to support the Armed Forces Covenant Officer as needed as part of business as usual.
2.8		Link up with existing national and regional networks which support veterans		See 2.6 The Economic Development team will continue to support the Armed Forces Covenant Officer as needed as part of business as usual.
2.9	Develop diverse digital talent	Promote nationwide Digital Skills boot camps		Business and skills officer promotes opportunities for engagement with Digital Skills Bootcamps and supports education providers and businesses in identifying resources to support the development of digital skills as part of business as usual. This includes both SKDC supported activity and programmes of support developed by key partners e.g. Business Lincolnshire
2.10	Future Skills for Rural Businesses	Undertake a comprehensive skills evaluation aimed at formulating recommendations and setting out priorities for the main rural sectors - agriculture, food & drink, and horticulture production.		Scheduled for start in year three of the action plan (2026/2027)
Area of Focus 3: Inclusive Growth and Regeneration				
3.1	Provide effective delivery of strategic sites	Deploy planning powers to achieve high quality regeneration across the district		Scheduled for start in year three of the action plan (2026/2027)

3.2	Ensure a supply of commercial premises that meets the need of local businesses	Identify supply side gaps in the quantity and quality of the local stock		A commercial property study was commissioned from Jones Lang LaSalle (JLL) has been completed; however, work is now on hold until the Economic Development and Inward Investment Manager is in post.
3.3	Planning Ahead	Develop appropriate spatial development strategies and planning policies to meet present and expected future needs and ensure communities are connected to employment and leisure opportunities		On hold until the Economic Development and Inward Investment Manager is in post.
3.4	Create Pride of Place	Work with developers to influence the creation of places that help people lead healthier lifestyles, access good quality local employment and support wellbeing		<p>This work is largely on hold until the Economic Development and Inward Investment Manager is in post. However, work delivered through the Future High Street Fund programme in Grantham continues to support the engendering and development of Civic Pride. This includes working with property owners to encourage a higher quality offer of town centre residential accommodation through the Upper Floor Grant Scheme. Public realm improvements in the Market Place and associated events and activities have had a positive response and encouraged people to visit and value town centre spaces. The Economic Development Team has successfully negotiated with Ministry of housing, Communities and Local government to redeploy underspent funding to expand the works which will be carried out. This will include improvements to further town centre public spaces - including St Peter's Hill Green and the surrounding Cultural Quater, as well as investing in improvements to the Guildhall Theatre and Grantham Museum.</p> <p>National research has shown that opportunities to engage with arts, cultural activity and heritage strengthen pride in place and community cohesion. As such ongoing work by the High Street Heritage Action Zone Project Manager to secure funding for this activity also supports this aim. This includes supporting Grantham Community Heritage Association (Grantham Museum - ongoing work to secure funding from both National Lottery Heritage fund and through Future High Street Fund), Harlaxton Manor (Walled Garden Project - Pending decision from National Lottery Heritage Fund) , Harlaxton History Society (Successful application to National Lottery Heritage Fund), and the National Trust (Grantham House - Successful UKSPF funding), Sound Lincs (Baldock's Mill 'Future's of the Past' project - UKSPF funding) in developing fundable projects and securing grant funding. The High Street Heritage Action Zone Project Manager also assisted colleagues within SKDC in securing over £147,000 to deliver the 'Soldiers from the Sky' project celebrating South Kesteven's links to Airborne forces activity during WWII.</p>
3.5		Identify new, and maintain existing relationships with neighbouring Councils and organisations to identify and support cross - boundary initiatives and growth to help development of the South Kesteven Community		Economic Development officers have developed strong relationships with counterparts neighbouring district councils, Lincolnshire County Council, and with key business, property and community stakeholders and funders; however, the new Economic Development and Inward Investment Manager (when in post) will strengthen senior and strategic level relationships, and build relationships with GLCCA.

3.6	Create robust policy, a strategic position, and auditable backgrounds to implement attractive schemes	Scheduled for delivery in year three (2026/27) with the Economic Development and Inward Investment Manager supporting Planning Policy Team
3.7		Scheduled for delivery in year three (2026/27) with the Economic Development and Inward Investment Manager. Understanding of GLCCA policy and priority will be required moving forward
3.8		Scheduled for delivery in year three (2026/27) with the Economic Development and Inward Investment Manager. Understanding of GLCCA policy and priority will be required moving forward
3.9	Unlock land and stalled development sites	As part of the planning obligations process (Section 106), maintain a community and business ideas database containing 'needs' and 'wishes' formally identified by Councillors, Parish and Town Councils, Resident's Associations, business groups and other interested parties.
3.10		Scheduled for delivery in year three (2026/27) with the Economic Development and Inward Investment Manager supporting the Planning team as required
3.11	Fill empty high street shops	Explore whether some Section 106 planning agreements negotiated in more buoyant times, remain viable.
3.12	Support the path to net zero	Explore possibilities and liaise with local stakeholders to support putting empty shops to community or charity use, including pop-up events e.g. dining, art events, pop-up shops etc. To include exploring the potential to develop a South Kesteven pop-up scheme in vacant units by taking short- term leases on vacant spaces.

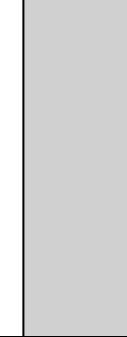
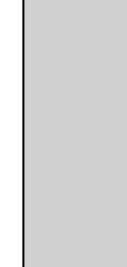
	3.13	Advance shovel-ready projects, supporting better social outcomes	Develop a portfolio of shovel ready, infrastructure projects to kick-start investment, unlock and stimulate economic activity within the district. Note the potential links to UKSPF programme		Scheduled for delivery in year 3 and 4 of the action plan
	3.14	Connected towns	Install free public Wi-Fi service hubs across the district, providing a foundation for smart town technology and digital services, whilst providing high-quality broadband connectivity for businesses		Public Wi-Fi is now available in all four market towns; the work was completed by the Public Protection team as part of CCTV upgrades - COMPLETED
31	3.15	Create accessible and age-friendly communities	Make environments accessible for all -supporting age-friendly and accessible spaces and facilities as a first principle, through the creation of a District-wide policy. To include accessibility audits of existing spaces through an externally commissioned consultancy.		Work has been started on accessibility audit related to wayfinding which has been completed, however further work needed in yr 3 to fully identify accessibility needs and provide further evidence for creation of policy
	3.16		Apply the Age UK principles of creating age-friendly communities. To include exploring other accessibility guidance and principles		The Economic Development Team is working with other officers across the Council to apply age UK principles as part of a County Council partnership for age friendly communities.
	3.17	Later life learning and re-entry of older adults into the marketplace	Raise awareness among businesses of the strategic and social benefits of an older workforce and prioritise the training of 50+ workers for the new world of work		Scheduled for delivery in year three of the action plan.
	3.18		Support businesses to redefine and expand roles to accommodate and meet the targeted needs of older workers to include nonlinear educational paths, returnships, internships, apprenticeships and job sharing		Scheduled for delivery in year three of the action plan.

		Consult and apply for funding to regenerate town centres. To include developing and implementing a community consultation (i.e. akin to Grantham Charrette) to identify long-term vision and needs of communities and obtain buy-in to project plans in all towns and larger rural communities	 	The extension of Future High Street Fund delivery has restricted officers from pursuing regeneration plans for the remaining South Kesteven town centres, however, plans for place-based consultations will be developed in year three of the action plan.
	3.2	Reimagine the role of town centre, concentrating on the unique advantages of each settlement across the district. Review of best practice and successful case studies nationally.	 	Scheduled for delivery in year three of the action plan.
	3.21	Develop a parking strategy to manage the future needs of the district	 	Scheduled for delivery in year three of the action plan.
	3.22	Refocus the Grantham Town Team	Refresh the Terms of Reference	 Following a refresh of the terms of reference, the Town Team have been supporting the development and delivery of events in Grantham to support the work of the Future High Streets Fund.
32	3.23	Increase urban greening (including tree canopy cover where feasible) Explore how to significantly increase green cover in Grantham's built environment by taking account of the University of Sheffield and the Woodland Trust feasibility study. Look to take learning across the district as appropriate	 	Scheduled for delivery in year three of the action plan.
	3.24	Safety and accessibility audits	 	Initial accessibility audits were conducted in line with master planning for improved wayfinding, however further work is needed to fully understand accessibility and safety requirements in all four towns.
	3.25	Create bustling markets	Bring forward a step change in the way Council-run street markets are presented, operated, marketed, and promoted	 The Economic Development Team supported the Markets Team in accessing funding for activities, equipment, and resources through both UKSPF and FHSF funding streams. This has included the purchase of new equipment, commissioning street performers/ family activities, enhanced promotion, and marketing and crucially the development and delivery of 'The Market Experts' review and training for traders supported by activities and resources.

3.26	Preserve and enhance the heritage assets of the district	Produce a Conservation and Heritage Strategy		Scheduled for delivery in year three of the action plan.
Area of Focus 4: Inward Investment				
4.1	Support for foreign-owned businesses	Help all foreign-owned businesses in South Kesteven to grow		All businesses operating in South Kesteven (regardless of ownership location) can access support from the Economic Development team, and signposting to appropriate resources, as part of business as usual, however development of specific programmes aimed at foreign owned businesses scheduled for development and delivery from year three, to be led by the Economic Development and Inward Investment Manager.
4.2	Produce a pitch book with accompanying aerial filming with motion graphics to promote South Kesteven at events for developers	Develop an investment prospectus to promote the district regionally and nationally as an excellent location for inward investment		This work was programmed for delivery in year one, however is currently on hold, and will be reviewed when the Economic Development and Inward Investment Manager is in post and following a review of proposals/ intentions of the GLCCA for promoting development in Greater Lincolnshire.
4.3		Commission aerial filming with motion graphics of South Kesteven		
4.4		Pursue Government and other agencies funding for pilot schemes where the potential economic impact is justified, yet may not be fully evidenced		on hold - this will be reviewed when the Economic Development and Inward Investment Manager is in post and following a review of proposals/ intentions of the GLCCA.
4.5	Developing investment-ready projects	Develop a pipeline of future District Council projects to ensure the substantial level of growth planned within South Kesteven can be accommodated without being detrimental to levels of accessibility, connectivity and services		On hold - this will be reviewed when the Economic Development and Inward Investment Manager is in post and following a review of proposals/ intentions of the GLCCA.
4.6		Support and unlock investment in the roll-out of gigabit-capable internet across the district		Scheduled for delivery in year three of the action plan.
4.7	Enhance digital connectivity	Develop digital-friendly local planning and street works policies and implement good practice from other areas		Scheduled for delivery in year three of the action plan.

4.8		Promote South Kesteven as a prime location for inward investment, including foreign direct investment, new projects, expansions, mergers, and acquisitions		Scheduled for delivery in year three of the action plan (see also comments for points 4.1- 4.5)
4.9	Champion a stronger local economy	Showcase investment opportunities and access talent at appropriate trade shows and national forums such as the UKREiiF (the UK's Real Estate Investment and Infrastructure Forum)		SKDC attended UKREiiF in 2024 as part of 'Team Lincolnshire'. The Economic Development team regularly attend trade shows which support promotion of the district and services offered to businesses. When in post the Economic Development and Inward Investment Manager will review future attendance in light of GLCCA proposals. (see also comments for points 4.1-4.5)
4.10	Support business expansion and talent attraction	Help businesses locate, relocate, rebuild, and develop new ventures, especially in emerging sectors		This action forms part of the business as usual of the team - in particular through the Business and Skills Officer supporting businesses to access relevant business advice and guidance through Business Lincolnshire, NBV, and other relevant agencies. Economic Development and Inward Investment Manager lead a review of requirements and the creation of dedicated support for relocation of Businesses to South Kesteven if required - scheduled for year three of delivery
4.11	Supply sites for industry	Ensure a healthy supply of land for businesses and employers across South Kesteven. To include, where appropriate, bringing forward Council-owned land that becomes available as public sector services are deployed to alternative sites in the district		Scheduled for delivery in year three of the action plan.
4.12	Increase partnership working with developers and investors	Support those developers and investors that provide high-quality employment opportunities, especially but not limited to target growth sectors such as manufacturing and engineering, construction, professional, technical, and scientific services, the health sector and the recreation and arts sectors		Scheduled for delivery in year three of the action plan.

4.13		Design and implement a model for more effective use of S106 (new Infrastructure Levy) and planning fees to support economic development activity	Red	On hold - this will be reviewed when the Economic Development and Inward Investment Manager is in post.
4.14	Support innovation and enterprise activities	Support and deliver sites and premises at locations across South Kesteven that will secure further public and private investment in innovation and enterprise activities	Grey	Scheduled for year three of delivery
4.15	Optimise local benefits of nationally significant infrastructure projects	Support and work to maximise the local economic benefits of nationally significant infrastructure projects that are planned for delivery in South Kesteven over the coming years	Grey	Scheduled for year three of delivery.
Area of Focus 5: Enhancing South Kesteven's Tourism and Visitor Economy Offer				
5.1	Active partner of Destination Lincolnshire	Develop and support a programme of delivery in conjunction with Destination Lincolnshire and its partner organisations, to unlock the full potential of the sector	Yellow	Multiple projects were completed in collaboration with Destination Lincolnshire including projects with Belton house and Fulbeck Craft Centre. Destination Lincolnshire were Keynote Speakers at SKDC's Tourism Networking events for two years, and participants in the Grantham skills summit. Destination Lincolnshire were commissioned to deliver a UKSPF funded project to strengthen South Kesteven's visitor identity, create itineraries and tours, promote the district to visitors and to travel operators. However, following the closure of Destination Lincolnshire in March 2025 and Tourism and Visitor Economy Officer has been actively working with Lincolnshire County Council and their destination management brand. Visit Lincolnshire on future plans and county wide proposals for destination management.
5.2		Identify, develop, promote, and assist tourism businesses and local attractions which have the capacity to combine package deals for visitors across South Kesteven	Green	Destination Lincolnshire identified, developed, and showcased a number of exclusive packages for tour operators, as part of the Business as usual the Visitor Economy and Tourism officer will continue to develop and promote opportunities for Tour Operators to access exclusive experiences.

	5.3	Support accessible tourism	Building on Visit England's Accessible and Inclusive Toolkit for Tourism Businesses, promoting practical guidance on providing an inclusive welcome, designing accessible buildings, employing disabled people, creating quality accessibility information and accessible tourism training		The Tourism and Visitor Economy Officer supports South Kesteven visitor businesses to understand and implement accessibility improvements - in particular, highlighting the support available through Visit England's 'Accessible and Inclusive Toolkit' as part of business as usual. Training for businesses on accessible tourism was also provided as part of the UKSPF funded project with Destination Lincolnshire. Future plans to develop future resources and a dedicated programme of work is scheduled for year three
	5.4	Review heritage plaque and information trails	Audit existing heritage plaques and identify notable figures with connections to buildings across South Kesteven in readiness for an extended national scheme, a Council Blue Plaque Scheme or both		Scheduled for year three of delivery.
	5.5		Raise the profile of the Grantham Trail Tale app and complete development of trails for the district's other towns.		The free Trail Tale app now has tours provided for all four towns (Grantham x1, Bourne x1, Stamford x2, Market Deeping x1 - plus a Deeping St James 'Mini Tour'). Further work is needed to promote the availability of these trails as an on-going piece of work.
30	5.6	Support South Kesteven's rich military history	Explore supportive actions the Council can take to promote and upgrade local heritage sites to strengthen the local economy and build civic identify.		The High Street Heritage Action Zone Project Manager worked to support the Armed Forces Officer and Community Engagement Manager in securing £147,000 in funding from the National Lottery Heritage Fund for the 'Soldiers from the Skies' project and supports the delivery of that project through business as usual, along with the Tourism and Visitor Economy Officer.
	5.7	Support diversity and inclusion	Promote diversity and inclusion across the tourism sector. Investigate sponsorship, networking opportunities and a marketplace to promote local women-owned businesses		Scheduled for year three of delivery.

5.8	Support sustainable tourism	Develop a coordinated offer to ensure as many of South Kesteven's attractions are promoted to a national and international audience using latest technologies and platforms		<p>The Tourism and Visitor Economy Officer actively promotes visitor attractions and events across social media (Facebook, Instagram, Tic Tok) and through the Discover South Kesteven Website and through app. Working with Visit Lincolnshire South Kesteven is promoted to a national and international audience, in particular the Lincolnshire 'Set Jetting' and SK on Screen projects completed with support from UKSPF Funding are actively promoting South Kesteven as both a destination for filming, and for film tourism. This has been promoted to national and international audiences at events and via media (https://www.visitlincolnshire.com/things-to-do/set-jetting/lincolnshire-southern-countryside-on-film/). In addition, projects such as Soldiers from the Skies create opportunities for international audiences (in this case American and Polish) to discover personal links to South Kesteven. Further work to promote the district to a national and international audience to be developed and delivered in years three and four of the action plan.</p>
5.9		Explore opportunities to improve access to cultural heritage sites and green spaces via active travel routes to reduce visitors' overreliance on private car use		<p>Cycle Lincolnshire work to identify green routes hampered by staff capacity and demise of DL. Proposed pilot with NT did not go forward but will continue to explore support Beth in promotion of launched routes e.g. King John Way and cycling and walking promoted Stately homes of South Lincolnshire Route. Green transport alternatives and will continue to be investigated as funding opportunities become available.</p>
5.10	Capitalise on South Kesteven's cultural and heritage strength	Develop a new integrated visitor economy strategy for the district to grow and maximise South Kesteven's visitor economy in a sustainable way which respects our unique environment and disseminate knowledge to visitor economy businesses.		<p>Scheduled for year three of delivery. (See also point 5.4)</p>
5.11	Continue professional development	Through membership of the Tourism Management Institute, increase learning and adoption of the latest in digital innovation, marketing and tourism trends and data, along with initiatives to promote sustainable tourism strategies and opportunities		<p>The Tourism and Visitor Economy Officer was a member of the Tourism Management Institute prior to going on Maternity Leave in 2024. They regularly attended meeting and shared learning with colleagues; however, they did not report significant benefits of membership. Funding for membership was subsequently cut and has not been renewed. Opportunities for supporting CPD for both staff and external tourism businesses will be reviewed when new Economic Development and Inward Investment Manager is in post.</p>
5.12	Networking events	Following on from a pilot networking event in 2023, plan a larger and more comprehensive event to bring together a wider cohort of South Kesteven visitor economy businesses		<p>Tourism Networking events were held in 2024 and 2025, and we plan to continue delivering events going forward.</p>

5.13	Support a film-friendly South Kesteven	Take learning from Creative England's Filming Partnership Toolkit. Explore the benefit of signing up to the Film-Friendly Charter which aims to ensure friendly procedures are in place for productions		Lincolnshire 'Set Jetting' and South Lincolnshire on Screen projects completed in partnership with Visit Lincolnshire and with support from UKSPF Funding are actively promoting South Kesteven as both a destination for filming, and for film tourism. This has been promoted to national and international audiences at events and via media (https://www.visitlincolnshire.com/things-to-do/set-jetting/lincolnshire-southern-countryside-on-film/). This included the production of a 'Filming in South Kesteven' opportunity guide (https://business.visitlincolnshire.com/wp-content/uploads/sites/2/2025/02/SKFilmLocation-Final-0237-200225-SINGLES-1.pdf) and a short promotional film highlighting the districts use in film and TV.
5.14		Create a film-friendly environment and unlock the district's full potential as a world-class destination for film and TV production		See 5.13 above
5.15	Create baseline data from which to measure the health of the visitor economy sector	Continue to invest in footfall and STEAM data and look into the acquisition of additional data that will help paint a picture of the district and look into the acquisition of additional data where there are currently gaps in knowledge.		SKDC continue to invest in STEAM data as part of a Lincolnshire wide group agreement. The data is released annually and is then reviewed by relevant officers to monitor the state of the district's Visitor Economy and gain insight into where support is required - or how existing support is working. The team are currently in the process of renewing footfall monitoring contracts and will be developing a methodology for how these can be used alongside other metrics to monitor town centre health across the district.



Finance and Economic Overview and Scrutiny Committee

Tuesday, 23 September 2025

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

Update on UK Shared Prosperity Fund 2025-26

Report Author

Emma Whittaker, Assistant Director (Planning & Growth)

 emma.whittaker@southkesteven.gov.uk

Purpose of Report

To update the Committee as to the progress made in delivering the UK Shared Prosperity Fund Allocation 2025-26.

Recommendations

The Committee is recommended to:

1. Note the contents of the report and to agree to receive a further update in 6 months.

Decision Information

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

N (*If yes please specify the relevant exemption paragraph*)

What are the relevant corporate priorities?
(delete as appropriate)

Connecting communities
Sustainable South Kesteven
Enabling economic opportunities
Housing
Effective council

Which wards are impacted?

(All Wards);

1. Implications

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

Finance and Procurement

- 1.1 Within the overall UKSPF funding amount of £1,374,763 there is an administration allowance toward resource requirements to support delivery of the UKSFP scheme totalling £39,709 which leaves £1,335,054 available to support project funding. Following a number of UKSPF board meetings a total of £1,315,946 has been approved to date leaving £19,107 unallocated at the present time. Officers are identifying potential options to utilise the remaining funds.

Completed by: Richard Wyles, Deputy Chief Executive and Section 151 Officer

Legal and Governance

- 1.2 Any governance implications are highlighted within the body of the report. It is important that members of the Scrutiny Committee are kept up to date with the latest recommendations of the UKSPF Board.

Completed by: James Welbourn, Democratic Services Manager

2. Background to the Report

- 2.1 In December 2024 the Government announced an additional or "transition" year of UK Shared Prosperity (UKSPF) funding for 2025-26. The funding has been awarded to all lead authorities which, unlike in previous years, will now be the Greater Lincolnshire Combined County Authority (GLCCA) rather than South Kesteven District Council (SKDC). It has been confirmed by the GLCCA that funding will be distributed to each of the Councils within the Greater Lincolnshire area.
- 2.2 It was confirmed by the GLCCA that the funding would be distributed to each of the Council's within the Greater Lincolnshire area. This meant that the allocation to South Kesteven District Council was **£1,212,660** in UK Shared Prosperity Funds with a further **£162,103** allocated through the Rural top-up funds (REPF) as summarised in the table below.

	Revenue	Capital	Total
UKSPF	£997,660	£215,000	£1,212,660
Rural Fund	£0	£162,103	£162,103
Total	£997,660	£377,103	£1,374,763

- 2.3. As with the original UKSPF programme, an investment plan setting out how the funds would be allocated has been submitted to the Ministry of Housing Communities and Local Government (MHCLG). Whilst the GLCCA has responsibility for the preparation of this investment plan, each Council within Greater Lincolnshire was asked to provide its own plan to feed into the overall investment plan. On 27 February 2025, Council agreed the broad principles of the SKDC investment plan, and this has been submitted to the GLCCA. The combined investment plan for Greater Lincolnshire was submitted to MHCLG on 30th April 2025 by the GLCCA.
- 2.4. As with the original fund, the fund priorities and themes remain the same. A copy of the investment plan submitted by South Kesteven to the GLCCA is appended to this report (**Appendix 1**). Unlike in previous years, the Greater Lincolnshire Mayoral Combined County Authority (GLCCA) not South Kesteven District Council (SKDC) will be the lead authority and have allocated funding to the Council.
- 2.5. Responsibility for the fund remains with the GLCCA. The GLCCA has been clear that where a local authority is not able to fully distribute funds within its district the funds will be lost to Greater Lincolnshire. The GLCCA has clarified that there will be a review of the fund in September 2025 after which any underspend will be pooled across Greater Lincolnshire. It is therefore imperative that all funding allocated to SKDC is committed by end September 2025.
- 2.6. As with the previous funding, the Council's UK Shared Prosperity Fund and Rural England Prosperity Fund Programme Board plays a key role in supporting the Lead Officer in making decisions and providing both challenge and approval on issues affecting the progress of the programme. The Board has a specific remit to set the direction for the programme, support the Lead Officer in overseeing the overall progress and making recommendations in accordance with the Council's scheme of delegation for executive functions. At the Council meeting of 22 May 2025, the terms of reference for the Board were agreed.
- 2.7. The Board has met on four occasions between 30th May and 4th September to review applications for UKSPF grants.
- 2.8. Details of the projects that have been awarded funding by the Council are listed below and in **Appendix 2**:

Safer Streets

A total of **£65,000** has been allocated to funding the safer streets patrols and shopwatch/pubwatch scheme. The programme was originally funded through the Police and Crime Commissioner and funding ended in March 2025. This funding allows a continuation and expansion of the existing safer streets programme that mainly operated in Grantham.

Shop Front Maintenance Grant Scheme

A total of **£100,000** has been allocated to a shop front maintenance grant scheme. The scheme has created a grant fund for business based in the Town Centre areas of Grantham, Bourne, Stamford and Market Deeping (as defined by the Local Plan), which will support business owners in maintaining their shopfronts and bringing them into line with applicable shopfront design guidance. Grants of up to £5000 will be offered to businesses to support redecoration, appropriate signage, and maintenance works to shopfronts. The scheme has been launched with the closing date for the first round of applications being 15th September.

Campbell Close Grantham Play Park

Funding (**£60,000**) has been granted towards providing drainage of the existing play park and the creation of a new footpath. These will improve the accessibility of the play park and make the park more useable during periods of adverse weather. Work is ongoing in order to identify a suitable drainage solution as the intended drainage solution has since been deemed unacceptable.

Harrowby Lane Grantham Playing Field/Football Club

Approximately **£35,000** has been allocated to create a parking area at the Harrowby Lane Playing Field to serve users of the facilities and ease parking issues for the surrounding area. A further **£10,000** has been allocated to the football club to facilitate the upgrading the pitch lights.

Wyndham Park Grantham Provision of a Skate Park

Through the fund, a total of **£125,000** has been allocated towards the creation of a skate park at Wyndham Park.

Dysart Park Grantham Tennis Courts

Funding has been allocated to resurface the existing tennis court at the Park.

Stamford Indoor Bowls Club

Funding (**approximately £46,000**) has been awarded to the Club to facilitate the installation of solar panels to the roof of the bowls club building. The project is expected to generate a reduction in the amount of carbon dioxide emissions whilst reducing the cost of energy for the club.

Parish and Community Fund

At the Board meeting on 4th September, a number of applications from community groups and/or Parish/Town Councils were considered towards community projects

of which a total of **£215,585** were approved. The projects awarded funding are listed in **Appendix 2**.

Decarbonisation Projects

At the Board meeting on 4th September, a number of applications from community groups and/or Parish/Town Councils projects were considered towards of which **£107,346** were approved. The projects awarded funding are listed in **Appendix 2**.

Business and Skills

The Lincolnshire Chamber of Commerce and Business Lincolnshire have been allocated funding to create grant schemes to support local business growth. The grants are available to businesses based in the district and will help firms invest in innovation, modernise operations, upskill staff and create or safeguard jobs. Between the two organisations, approximately **£145,000** has been allocated.

Impact Booster – Harlaxton College

Nearly **£62,000** has been awarded to the College so that they can continue to deliver their successful Impact Booster Programme supporting leadership, strategy and sustainability across social economy organisations. The programme was previously funded through UKSPF and will continue in 2025/26.

Connect2Grow - Steadfast

The fund has contributed **£90,000** towards the continuation of the previously Connect2Grow programme delivered by Steadfast Training across South Kesteven. The programme helps tackle deep-seated barriers to work for residents in Stamford, Bourne,

Move and Food - Inspire+

Inspire+ deliver a successful school holiday programme providing healthy food and activities for children. This programme aims to support educational development, integrating active lessons and developing personal skills such as teamwork, communication, leadership, resilience and problem solving. The programme is already funded in the main school holidays however this left a gap in provision during the half-term holidays in May, October and February. A total of **£40,000** has been awarded to allow the programme to be delivered in these half-term holidays.

Skills Summit 2026

Following the success skills summits delivered by the Council in 2025, funding (**£10,000**) has been allocated to host a larger event in early 2026. Building on the previous events, the skills summit will:

- highlight and promote local careers, including those in the voluntary sector
- highlight and promote local education providers and programmes available

- support businesses to connect with the future workforce and education providers
- foster an understanding of skills/training needs for future workforce
- offer a targeted opportunity to support hard to recruit roles, including in local authority
- deliver an active and engaging event for SK business and education

Deepings Community Centre

Approximately **£44,000** has been awarded to the Deepings Community Trust to facilitate upgrades to the community centre toilets. The centre is well used by community groups and organisations and the current toilet facilities do not conform to current space and standards requirements. The improvements will also include the provision of accessible facilities.

Langtoft Pre-School

Funding (**approximately £63,000**) has been awarded to support the renovation of the building used by the pre-school. Works will include roof insulation works to improve the energy efficiency of the building and fire safety enhancements.

Community Hub - Inspire+

inspire+ are seeking the opportunity to establish a hub to serve the community and meet the need in the local area. It has been identified that a section of land in Dysart Park in Grantham could potentially provide a base for this community provision and assist with current issues around anti-social behaviour in the park. There would be two key themes to the programmes taking place at the hub – firstly a wide range of community focused activities and secondly support for local schools and the education sector, by delivering alternative provision. There will also be opportunity to serve across the district communities, with outreach in other towns and villages utilising the equipment, programmes and resources from the hub. The **£70,000** funding will enable a fenced area within the park to be secured and complete initial ground works to then create a timber canopy classroom area and wooden storage sheds. It will also be used to purchase all of the equipment required to deliver a varied community programme and alternative provision curriculum. This equipment will be used in our outreach work across the communities of South Kesteven.

- 2.9 There is a small residual balance remaining and officers are reviewing options to ensure that this is fully committed within the timescales.
- 2.10 Monitoring these projects will continue to ensure that all projects awarded funding in 2025/26 are fully delivered and all reporting requirements are met.

3. Key Considerations

- 3.1. Funding needs to be fully spent by the end of March 2026. However, it should be noted that the GLCCA is the responsible authority for the fund, and it has confirmed that a review will take place in September and underspent funding across Lincolnshire may be pooled and spent on other projects. Good progress has been made by the Council in allocating funding towards projects across the District. Those projects where funding has been allocated will be monitored and supported to ensure that they are delivered within the stated timescales.
- 3.2. The Committee is requested to note the contents of the report and to agree to receive an update on progress in six months.

4. Other Options Considered

- 4.1 As the progress is positive and the report is for noting, no other alternatives have been considered.

5. Reasons for the Recommendations

- 5.1. The Council is required to continue to monitor the progress of the UKSPF programme to ensure that projects have been delivered and the relevant monitoring, reporting and evaluation takes place. The Council will continue to report progress to the GLCCA as required.

6. Background Papers

- 6.1. UK Shared Prosperity Fund Allocation 2025/26 report to Council 27 February 2025: [Agenda for Council on Thursday, 27th February, 2025, 2.00 pm | South Kesteven District Council](#)

7. Appendices

- 7.1. List any Appendices.

Appendix A – SKDC Investment Plan submitted to GLCCA

Appendix B – Projects awarded funding

Appendix A – Summary of Investment Plan 2025/26

Theme: Communities and Place	Project			UKSPF Interventions 2025-26:				
				Revenue Grant (£)	Capital Grant (£)	Total Cost (£)	Outputs:	Outcomes:
Safer Streets Programme	Safer Streets programme - to include provision of evening/nighttime patrols mostly on Friday/Saturdays and other measures to reduce crime in the district			£65,000	£0	£65,000	Amount of commercial space completed or improved	
							Amount of public realm created or improved	
Parish/community Fund	Creation of a Parish Fund to facilitate improvements to community facilities/play parks. Grants to be a minimum of £5,000 each			£179,000	£0	£179,000	Number of amenities/facilities created or improved	Increased users of facilities/amenities
High Street Improvements	High Street improvements - pot of money to deliver high street improvements across the district			£100,000	£0	£100,000	Amount of commercial space completed or improved	
							Amount of public realm created or improved	Number of vacant units filled
Sports and Community Facilities	Improvements to sports and associated community facilities			£150,000	£50,000	£200,000	Number of tourism, culture or heritage assets created or improved	Increased visitor numbers
								Increased users of facilities/amenities
Open Space	Improvements to open space/Play area to bring it back into public use			£0	£65,000	£65,000	Number of tourism, culture or heritage assets created or improved	Increased visitor numbers
								Increased users of facilities/amenities
Decarbonisation Projects	Climate Change/Decarbonisation			£35,000	£100,000	£135,000	Number of low or zero carbon energy infrastructure installed	Estimated carbon dioxide equivalent reductions as a result of support

£529,000 £215,000 £744,000

Appendix A – Summary of Investment Plan 2025/26

Theme: Supporting Local Business		Project				UKSPF Interventions 2025-26:	
	Title and brief description	Revenue Grant (£)	Capital Grant (£)	Total Cost (£)	Outputs:	Outcomes:	
Business Growth	Pot of money to allow local businesses to bid for grants to support business growth and development whether through skills and training, improvements to premises or achieving low carbon solutions	£353,951	£0	£353,951	Number of enterprises receiving non-financial support	Number of enterprises adopting new or improved products or services	
					Number of enterprises receiving grants	Number of new enterprises created as a result of support	
						Jobs created as a result of support	
		£353,951	£0	£353,951			

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Theme: People and Skills		Project				UKSPF Interventions 2025-26:	
	Title and brief description	Revenue Grant (£)	Capital Grant (£)	Total Cost (£)	Outputs:	Outcomes:	
Skills summit	Skills summit aimed at supporting school/college leavers understand job and career opportunities including apprenticeships within the District.	£10,000	£0	£10,000	Number of people reached	Number of people in employment, including self-employment, following support	
					Number of people receiving support to gain employment	Number of people in education/training following support	
					Number of people supported to participate in education		
Education support programme	Working with education providers to extend the existing support programmes aimed at tackling barriers to work (crosscuts with employment related skills)	£65,000	£0	£65,000	Number of people reached	Number of people reporting increased employability through development of	

Appendix A – Summary of Investment Plan 2025/26

						interpersonal skills funded by UKSPF
					Number of people receiving support to gain employment	Number of people in employment, including self-employment, following support
					Number of people supported to participate in education	People gaining a qualification or completing a course following support

£75,000 £0 £75,000

	Project	UKSPF Interventions 2025-26:				
		Revenue Grant (£)	Capital Grant (£)	Total Cost (£)	Outputs:	Outcomes:
REPF - Business and Community Assets	Fund for improvements to community facilities/amenities	£0	£162,103	£162,103	Number of amenities/facilities created or improved	Increased users of facilities/amenities
		£0	£162,103	£162,103		

£0 £162,103 £162,103

	Revenue	Capital	Total
Theme: Communities and Place	£529,000	£215,000	£744,000
Theme: Supporting Local Business	£353,951	£0	£353,951
Theme: People and Skills	£75,000	£0	£75,000
Administration			£39,709
Total Main Fund			£1,212,660

Rural Fund	£0	£162,103	£162,103
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**Appendix 2: South Kesteven UK Shared Property Programme
Community Fund and Decarbonisation Fund**

Project Name	Applicant	Location	Amount Requested	Outline Project Description/Purpose
SK – PCA 3048 Parish and Community Assets Allington Playpark Project	Allington Parish Council	Allington (Belvoir Ward)	£7,000.00	The project is to improve the children's play park at Allington Playing Field. The play park has been in existence for over 40 years and, for safety reasons, is in need of a makeover. The annual inspection by ROSPA has made some amber observations concerning certain aspects of the equipment in use. Small scale repairs have been carried out over the years but comments made to researchers published in the Village Plan call for more activities specifically aimed at families with toddlers and young children. It is therefore this demographic that this project is intended to benefit by giving users of the playground confidence in its efficacy and its safety.
SK – PCA 3002 Parish and Community Assets Improvements to Parish Land	Carlby Parish Council	Carlby (Glen Ward)	£8,000.00	This project has multiple elements including: further definition of Parish land from the footpath and roadside with knee high ascot fencing at Templeman Drive. Purchase of native trees for this area. To provide seating on this footpath area by purchase of a bench. Improvements to the steep access at the southwestern access point to the play field by erecting safety fencing and installing nonslip matting. Levelling a disused area of the playing field by excavating, rotovating and re-seeding with grass, approximately 2,500sq mts. Planting a natural willow igloo and additional native trees. Repairing the football pitch goalmouth areas due to excessive wear and to install new football goal nets. To repair and replace where necessary tennis court fencing. To purchase and install a secure shipping container, for storing all council's maintenance equipment.

SK – PCA 3017 Parish and Community Assets Community Arts Hub	Grantham Arts	Grantham (St Vincent's Ward)	£30,029.00	<p>Grantham Arts' ambition is to develop a creative space with specialist equipment for ceramics, glass and print available to all. By working with the National Trust and their Community Hub Project at Grantham House, the aim is to provide a creative centre that will facilitate the sharing and learning of artistic and creative pursuits for participation and use by communities across the district.</p> <p>Funding is sought to purchase a glass kiln for a community art project inspired by Grantham's unique stained glass windows, the refurbishment of the Studio building at Grantham House, providing a fixed base for Grantham Arts to provide services and the transfer of existing kit (including ceramic kiln) into this space making it easily accessible for use by the wider community.</p>
SK – PCA 3032 Parish and Community Assets Refurbishment of the Shack	Stamford Town Council	Stamford (St George's Ward)	£17,671.54	<p>This project seeks the refurbishment of the Shack to enable increased use by the community. The project will replace permanent shutters with double-glazed windows, install energy-efficient heating and lighting, provide accessible toilets, and modernise internal wiring. These crucial upgrades will restore natural light, enhance comfort and safety, and make the building welcoming.</p>

SK – PCA 3021 Parish and Community Assets New Kitchen for Centre use	The Butterfield Centre	Bourne (Bourne West Ward)	£10,460.00	<p>This project will enable the relocation and creation of a new kitchen facilities within a redundant bathroom and create a new food parcel packing area in the old kitchen space. The existing kitchen facilities are old and becoming unusable due to damp cupboards and is in an inconvenient position for the Centre's meeting rooms.</p> <p>Moving the kitchen will address health and safety issues relating to the condition of the kitchen and the carrying of hot drinks along a busy corridor into the main meeting room and office areas.</p>
SK – PCA 3052 Parish and Community Assets Our Community Matters	Jubilee Church Life Centre	Grantham (St Vincent's Ward)	£9,764.00	<p>This project will replace 3 old air source heat pumps units with new ones. Two of the existing heat pumps no longer work and one is very inefficient. They were removed from St. Wulfram's school just before it was demolished and installed at Jubilee. They are over 15 years old. This will help this community-led faith group reduce the Centre's energy bills and enable them to expand the work they do as their outgoings would be less.</p>
SK – PCA 3035 Parish and Community Assets Entertainment and Sound System	Woolsthorpe by Belvoir Social Club and Village Hall	Woolsthorpe by Belvoir (Belvoir Ward)	£7,550.79	<p>The social club seeks funding for entertainment equipment such as speakers, microphones, lights and mixing desks. The venue currently does not own such equipment, which means it is often not able to be used for bigger events unless external equipment is hired. The Hall hosts many events including quiz nights, bingo, community days such as an annual summer fete, easter hunts, Halloween, and most recently a VE Celebration event. The social club and village hall is also available for hire and we host weddings, birthday parties and other regular bookings throughout the year. This equipment would also be available to hirers of the venue reducing the need to bring in external equipment.</p>

SK – PCA 3022 Parish and Community Assets New Kitchen	Fulbeck Sports and Social Club	Fulbeck (Loveden Heath Ward)	£12,800.00	<p>This project will support the provision of a new kitchen to the Sports and Social Club. The present kitchen is over 30 years old and was second-hand when installed. The kitchen is used by villagers, members of the sports club, football and cricket teams. The venue is also used by an Over 60s Club which meets regularly. The club house is hired out for parties, weddings, christenings, etc. The clubhouse is also used for many village events such as friendly village cricket and rounders matches, firework and bonfire night, and an annual festival. The local Dementia Choir has also recently hired the clubhouse for its meetings.</p>
SK – PCA 3037 Parish and Community Assets Air Conditioning	Swinstead Village Hall	Swinstead (Castle Ward)	£7,998.85	<p>This project is the next stage to a broader refurbishment and upgrade to the Village Hall. The group seeks to install hot and cold air conditioning to the large hall and small bar area. When the hall is in full use it becomes hot and stuffy. With the installation of hot and cold air conditioning, the hall will become more comfortable the patrons, the hope is in winter they can use the air con to heat the hall, thus cutting down on the use of heating oil, reducing their carbon footprint.</p>
SK – PCA 3039 Parish and Community Assets Refurbishment of the Changing Room Block	Bourne Town Council	Bourne (Bourne East Ward)	£34,900.00	<p>This project is to refurbish the changing room facility on Recreation Road, Bourne. It is used by local football teams of all ages, their families, visitors and community groups for various events throughout the year. The benefit will be that the users will be in a safe, welcoming and maintained facility, with no tiles falling off the walls, smashed windows replaced, a fit for purpose kitchen area serving drinks and snacks, working showers etc. The whole community will benefit from this refurbishment, the players, their families, guest teams, locals, community groups.</p>
SK – PCA 3046 Parish and Community Assets Denton Play Area	Denton Parish Council	Denton (Belvoir Ward)	£24,000.00	<p>This project is to replace play equipment for use by the children of the village. The area has been cleared of the existing and aged equipment. The project will provide a basket swing, tractor, noughts and crosses, dice and maze play areas and a park bench.</p>

SK – PCA 3029 Parish and Community Assets Children's Counselling Area	National Grief Advice Service	Grantham (Earlesfield Ward)	£5,000.00	<p>The Wellbeing Centre in Grantham offers a meeting space for local people who are suffering the impact of grief. Some of their service users are children and young people (CYP). The charity has found that they require a quiet and private space for their counselling sessions which our open-plan Centre does not offer. Additionally, they need to ensure appropriate safeguarding by separating the children from other, adult, users. They intend to construct an enclosed room within the Centre which will more closely suit their needs.</p>
SK – PCA 3010 Parish and Community Assets Inclusive Roundabout	Brudenell Playing Fields Management Committee	Baston (Casewick Ward)	£15,775.93	<p>The project is to introduce an Inclusive Roundabout to the Children's Play Area within the grounds of Baston Village Hall. Currently, there is sufficient "Traditional" play equipment for able-bodied juniors and toddlers, but there is no play equipment available for children who require to use a wheelchair or have other disabilities or for parents with very young children in pushchairs. The inclusive roundabout has a safe, easy to use ground-level entry, safety railings and the facility for the parent, or carer, to be seated and accompany the child on the roundabout. This will benefit families who have children with a disability, by providing a safe item of play equipment for them to use. It will benefit tremendously any child who has a disability and is currently unable to use any of the play equipment at the Village Hall.</p>
SK – PCA 3019 Parish and Community Assets Goalmouth Restoration	Langtoft Parish Council	Langtoft (Casewick Ward)	£13,565.34	<p>This project seeks to restore the goalmouths at play areas in Black Bull Green and East End Park, Langtoft. The Parish has two pairs of goal posts (not full size), one pair in each of their playparks. The goalmouth area is badly worn. Reseeding and or returfing in the past has not provided a durable solution so they are seeking to install a hardwearing artificial surface in each goalmouth to support year-round use. They propose to excavate the goalmouth area and install impact play carpet over a prepared stone base.</p>

SK – PCA 3018 Parish and Community Assets The Spinney – Completing Major Site Refurbishments	Bythams Woodland Trust	Little Bytham (Glen Ward)	£11,069.80	This project will replace the embankment swing, which had previously been decommissioned for safety reasons. The project will also resurface the driveway/ access route as it has become very worn away through heavy usage and will add in some new pedestrian pathway barrier fencing to ensure a clear boundary and separation from the vehicle entrance and exit.
SK – PCD 3053 Decarbonisation Energy Management	Long Bennington Village Hall	Long Bennington (Viking Ward)	£25,000.00	The project is in respect of the proposed enhancement of our 4kw solar paneling operating under the FIT system which was installed 12 years ago – as part of an overall objective to move towards a more effective, efficient, and 'cleaner' energy usage solution: To install solar pv paneling plus associated battery storage whose output has the capacity to match the total energy expended during the year—estimated at 34kwh units. During the Spring and Summer months there should be sufficient energy storage to distribute excess energy produced to local charitable groups and seek payback from the National Grid. In the shorter Autumn and Winter daylight hours there should still be an accumulated reserve of energy to enable savings of between £4k - £5k from our electricity costs (currently £14k).
SK – PCD 3058 Decarbonisation Installing Solar Panels to the Ascension Community Hall	The Parochial Church Council of the Parish of Grantham - Harrowby	Grantham (Harrowby Ward)	£5,360.00	The proposal is to install 32 X 440W Jinko Solar Tiger Neo panels with 16 (in two rows of eight) on the east side and 16 (also in two rows) on the west side of the roof of the Community Hall at the Church of the Ascension in Edinburgh Road, Grantham. The panels, with accompanying bird mesh, would be mounted on a Schletter Rapid 2+ system. There would also be one 12 kW inverter together with associated cabling and controls. It is estimated that the annual production of energy will be approximately 10,200 kWh of which half would be consumed within the hall and the rest exported to the grid. This project will therefore reduce dependence on the national grid through the generation of renewable energy. It will therefore

				significantly reduce hall running costs thereby offering greater financial stability and increased sustainability, allowing further investment in hall facilities and equipment.
SK – PCD 3067 Decarbonisation Bright Hall Initiative	Heydour Village Hall	Heydour (Lincrest Ward)	£18,971.53	This project aims to significantly improving the energy efficiency of the village hall which will move it towards net zero. As part of this initiative, the Village Hall plans to install solar panels on the hall's roof to generate clean, renewable energy on-site. In addition, we will replace outdated fluorescent lighting with high-efficiency LED fittings. Together, these upgrades will improve our energy efficiency. Based on expert calculations, these improvements are expected to reduce carbon emissions by approximately 2 tonnes of CO₂ annually . Over 20 years this is equivalent to eliminating 13,140 tonnes of coal being burnt or the planting of the 700 new trees . The Bright Hall Initiative will make the village hall a more sustainable, energy-efficient, and resilient space for all.
SK – PCD 3062 Decarbonisation Low Carbon Energy Scheme	Dyke Village Hall	Dyke (Bourne East Ward)	£15,000.00	This project aims to replace the aging gas blown-air heating system for Dyke Village Hall with an infa-red electric heating system supplemented by the addition of photovoltaic panels on the roof with a battery storage system. The heating system currently in service at the Hall is fuelled by natural gas, installed an estimated 40 years ago and has been unreliable in more recent years. It is also becoming harder to maintain due to parts supply. This proposal replaces that system with an efficient electrically powered infa-red system that, with the appropriate control system, will reduce power consumption by more than 50% with the associated reduction in CO ₂ emissions. To support the increase in electricity demand, the project will further add 20 solar photovoltaic panels to the south facing roof of the Hall, plus 18.6 kWh of Li-Ion battery storage allowing up to reduce dependence on the National Grid by 63% thus further reducing energy costs and significantly boosting CO ₂ reduction. Energy costs will reduce by an estimated £1760 per year.

SK – PCD 3064 Decarbonisation Energy Efficient Heating System at St Guthlac's Church	Market Deeping Parochial Church Council	Market Deeping (Market and West Deeping Ward)	£5,098.00	<p>The setting wishes to replace its outdated and failing dual gas boiler heating system. At present, only one boiler remains operational, providing inadequate warmth during the winter months. Due to the Church of England's environmental commitment to achieving Net Zero by 2030, a replacement gas boiler is not permitted.</p> <p>The Church's proposed solution is the installation of an energy-efficient infrared heating system, designed to directly warm people rather than the fabric of the building. This will be complemented by the replacement of outdated fluorescent lighting with modern, low-energy LED lighting, significantly reducing both carbon emissions and running costs.</p> <p>This project is essential for maintaining a warm, welcoming and sustainable environment within the Grade I listed church, ensuring it remains fit for purpose for future generations.</p> <p>The public benefit of this project is considerable. St Guthlac's is not just a place of worship, but a vital community hub.</p>
SK – PCD 3068 Decarbonisation Renewable Energy Installation to the Pavilion	Caythorpe Playing Field Committee	Caythorpe (Loveden Heath Ward)	£37,916.50	<p>The project comprises the provision of Photo Voltaic (solar) panels to the roof with battery storage to capture excess energy not used during the day and store energy drawn from the National Grid at cheap off-peak rates.</p> <p>Recent increases in energy prices have placed a strain on the finances of the Playing Field Committee and have prompted a review of hire charges. This has resulted in an increase in the amount of fundraising required by the volunteer committee and affordability issues for those using the facility.</p> <p>This will benefit the community and the wider public by providing low carbon, renewable energy to the pavilion (which is all electric for heating, lighting cooking and water heating partly due to lack of mains gas availability). The provision of their own source of renewable energy will safeguard the community and wider public from pollution caused by burning fossil fuels, ensure the amount spent on energy is maintained at an affordable level and safeguard against future energy price rises. This will allow the pavilion to continue to be used for the</p>

				benefit of the community and the many groups that use it for recreation and leisure.
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SOUTH
KESTEVEN
DISTRICT
COUNCIL

Finance and Economic Overview and Scrutiny Committee

Tuesday, 23 September 2025

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

Turnpike Close Grantham Depot Update - September 2025

Report Author

Gyles Teasdale, Head of Property and ICT

g.teasdale@southkesteven.gov.uk

Purpose of Report

This report provides an update on the construction of the new Waste Depot at Turnpike Close, Grantham.

Recommendations

The Finance and Economic Overview and Scrutiny Committee is asked to note the current position of the delivery of the new Waste Depot at Turnpike Close, Grantham

Decision Information

Does the report contain any exempt or confidential information not for publication? No

What are the relevant corporate priorities? Effective council

Which wards are impacted? Grantham Earlesfield;

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 Budget approval of £8.8m has been given for this project by Council 28th September 2023 (£8m) and 29th February 2024 (£800k) and the ongoing financial updates are being presented to the Finance and Economic Overview and Scrutiny Committee. Council approved a revenue contribution of £500k on 27th February 2025 in order to meet the mobilisation and fit out costs of the new facility. Therefore, the combined budget for this project is set at £9.3m. Monthly budget monitoring is undertaken and based on the current modelling, no forecast budget variances have been identified.

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

Legal and Governance

- 1.2 There are no significant governance implications arising from this report, which is a progress update for noting.

Completed by: James Welbourn, Democratic Services Manager

2. Background to the Report

- 2.1 The Finance and Economic Overview and Scrutiny Committee (FEOSC) has received regular progress reports on the construction of the new Waste Depot project at Turnpike Close, Grantham since commencement of the project in June 2024. This report is the seventh project update report the Committee has received.
- 2.2 Works have continued to progress on site since commencement in October 2024 and have now reaching a critical point in the final fitting out and commissioning stages of the project.
- 2.3 Since the previous update in July, the contractor has outlined a 3-week delay to the completion of the construction phase of the project, moving back the anticipated construction completion from 7th October to the 30th October 2025.

2.4. This delay has been incurred due to a combination of issues within the construction programme. These include the steel work manufacturer for the build going into liquidation and prolongation of the building's fire compartmentation design sign off due to recent changes in regulations. The contractor had been expected to absorb this time within the programme, but unfortunately this has been confirmed as an unavoidable delay.

2.5. The mobilisation period has been reviewed following the change in the construction completion date and has been streamlined to reduce the impact of the construction delay on the Operational Go Live date.

2.6. As part of this exercise, mobilisation has been consolidated to 4 weeks, rather than the original 6 weeks, reducing the impact of the delay to the construction phase. The new operational go live date is 1st December 2025 resulting in a delay of 5 days.

2.7. An updated programme detailing the anticipated programme changes is outlined below.

Milestone	Previous Project Programme	Updated Project Programme
Cabinet Approval	16 th April 2024	16 th April 2024
Value Engineering Period	16 th April – 24 th May 2024	16 th April – 24 th May 2024
Enter into NEC4 Professional Services Contract	14 th June 2024	14 th June 2024
Progression of Stage 4 Design	17 th June – 23 rd August 2024	17 th June – 23 rd August 2024
Design Evaluation, Completion and legal preparation.	27 th August – 24 th September 2024	27 th August – 24 th September 2024
Construction Contract Award	18 th October 2024	18 th October 2024
Contractor mobilisation period	1 st October 2024 – 28 th October 2024	1 st October 2024 – 28 th October 2024
Construction Period commences	29 th October 2024	29 th October 2024
Targeted completion date	7 th October 2025	30 th October 2025
Mobilisation Period	8 th October 2025 – 25 th November 2025	31 st October – 28 th November 2025

Operational Go-live	25 th November 2025	1 st December 2025
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2.8 Works to discharge any construction phase planning conditions prior to occupation have been ongoing with any statutory consultees. There is only one condition now remaining for discharge in relation to the highway pavements which a covering letter is due to be drafted and submitted to be discharged prior to completion of construction.

2.9 Recent works on site have included the following:

- Completion of the main building column fire encasements,
- Roof cladding to main building and stores building,
- Completion of roof eaves and guttering ongoing,
- Works to the internal partitions at first floor level,
- First fix mechanical installation to offices, main workshop area and stores.

2.10 External works have continued including:

- The delivery and positioning of fuel tanks,
- Progression of car parks and access road works,
- Installation of the main HGV yard access road base course.

Project Risks

2.11 The project is currently subject to two primary risks which could impact on the smooth transition of the dates being achieved. The first is in relation to the Environment Agency (EA) Permit for Waste (that will be located on the site) which is currently being considered by the EA. There is an ongoing positive dialogue with the EA to ensure this is in place in readiness for the go live date.

2.12 The second risk is in relation to statutory providers who will be required to undertake works in order to bring key infrastructure and utilities services to the site. These services connections have been scheduled but works are dependent on the service providers and outside of the control of the Council. Committee will be updated verbally of the latest installation position.

3. Key Considerations

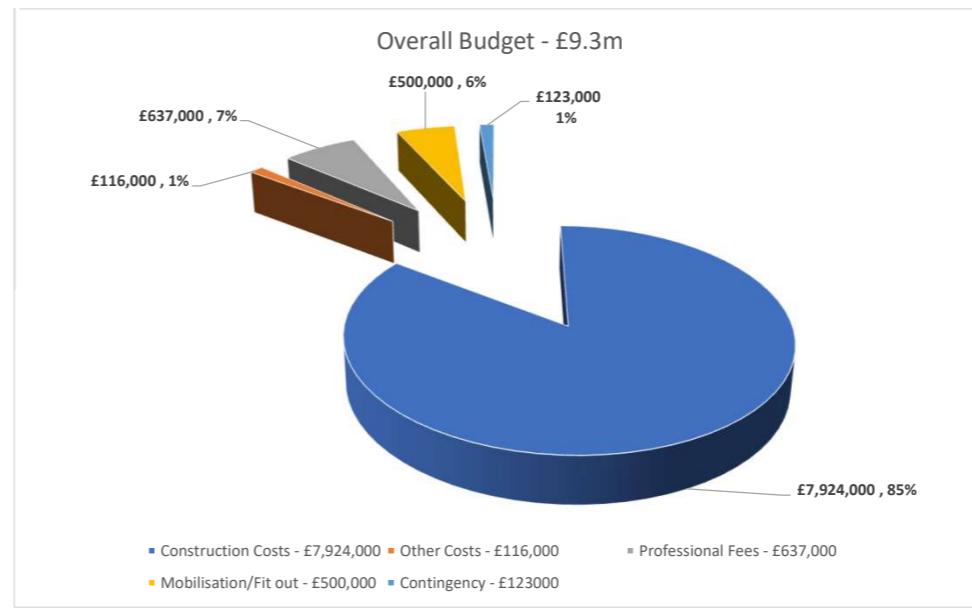
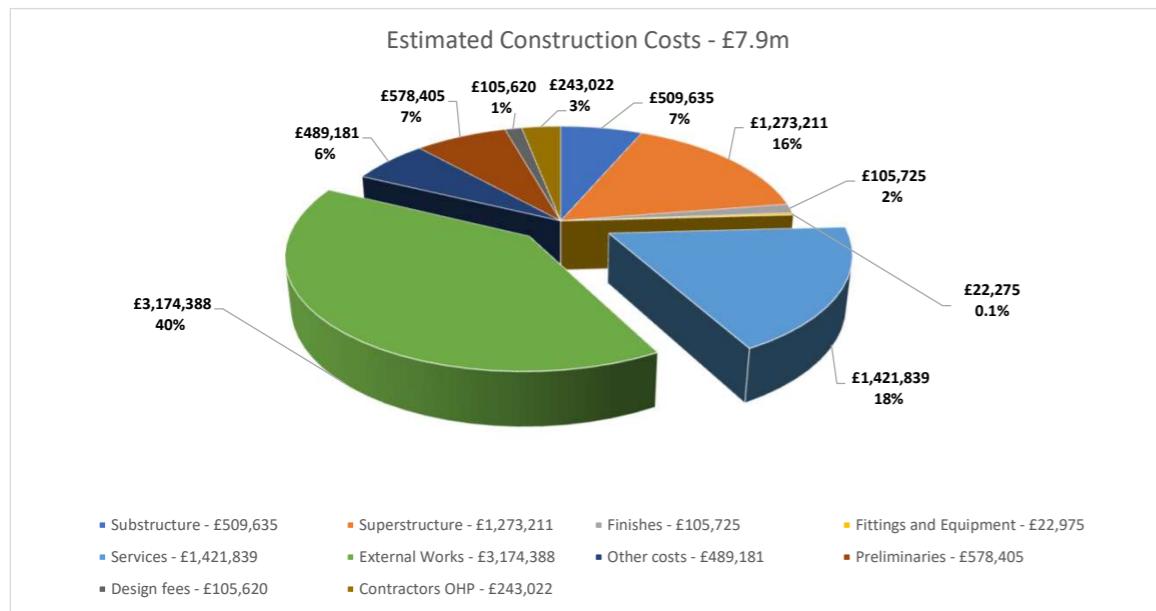
3.1 This report sets out the latest position with regards to this project and the next stages in order to deliver the overall scheme. It is important the Committee is kept updated as the scheme progresses across the construction phase.

4. Appendices

4.1 Appendix A – Turnpike Depot Dashboard – September 2025

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Project Name		New Depot	Date:	Sep-25	Risk Status		Medium	TURNPIKE CLOSE GRANTHAM PROJECT DASHBOARD																							
Current Overall Project Status		Medium	Budget:	£9,300,000																											
ACTIVITY		OWNER	DATE	PLAN START	PLAN DURATION	ACTUAL START (Period)	ACTUAL DURATION	PERCENTAGE COMPLETE	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER		
									1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21		
Cabinet Approval	SKDC	16th April 2024	Apr-24	1	1	1	1	100%																							
Value Engineering	Lindum/SKDC	16th April - 24th May 2024	Apr-24	2	1	3	3	100%																							
Enter into NEC4 Professional Services Contract	Lindum/SKDC	14th June 2024	Jun-24	1	3	3	3	100%																							
Progression of Stage 4 Design	Lindum	17th June - 23rd August 2024	17-Jun-24	3	3	3	3	100%																							
Design, Evaluation, completion and legal preparation	Lindum/SKDC	27th August - 24th September 2024	27-Aug-24	2	5	2	2	100%																							
Construction Contract Award	SKDC	18th October 2024	18-Oct-24	1	7	1	1	100%																							
Contract mobilisation period	Lindum	1st October - 28th October 2024	14-Oct-24	1	7	1	1	100%																							
Commence on site	Lindum	29th October 2024	29-Oct-24	1	7	1	1	100%																							
Construction period commences	Lindum	29th October 2024	Oct-24	13	7	13	80%																								
Targeted completion date	Lindum/SKDC	30th October 2025	Oct-25	1	19	1	0	0%																							
Mobilisation period	SKDC	31st October - 28th November 2025	31-Oct-25	1	19	1	0	0%																							
Operational Go-Live	SKDC	1st December 2025	Dec-25	1	20	1	0	0%																							



KEY RISKS AND ISSUES		
Risk	Action/Overview	Level
Additional fees due to elongated stage 5 construction period	Fees have been confirmed to reflect the revised construction period of 50 weeks and this provided for within Professional Fees shown.	Low
New Planning Application	New Planning application would be required should more significant changes be required.	CLOSED
Planning Conditions - pre-commencement	Discharging of pre commencement activities to be progressed	CLOSED
Programme slippage	Risk of further slippage will be mitigated by identification of efficiencies in subsequent phase. Contractors programme has now been confirmed.	Low
EA Waste Transfer Permit	Awaiting outcome of permit application. Initial assessment undertaken and feedback given.	Medium
Utilities Connectivity	Works are underway to commission the utility connections to the site to enable go live. However, these works are outside the control of the Council and are dependant on the utility companies to complete.	Medium
S278 works	Cable found during trial holes works carried out by contractor which were not revealed on survey of site. Compensation Event has been issued, additional fees for disconnection and diversion will be incurred no anticipated delay to works programme	CLOSED

Summary

Since the last Project Board Meeting, Lindum have advised due to delays with fire closure details and not managing to catch up with the steel work delays following supplier liquidation, there is a 3-week delay. This will impact the construction period of 3 weeks resulting in a handover date of 30th October 2025. The risk rating of the project has therefore been set at amber (problematic) due to the outstanding permit application, commission dates to be confirmed by the utility companies and the confirmed slippage by Lindums. We have reviewed the mobilisation project plan and streamlined to find required time efficiencies to reduce the impact of the construction delay on the Operational Go Live date. The new Operational Go Live Date has been re-scheduled to a target date of 1st of December 2025 meaning currently overall the delay on the Project as a whole is 5 days.

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SOUTH
KESTEVEN
DISTRICT
COUNCIL

Finance and Economic Overview and Scrutiny Committee

23rd September 2025

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

Asset Management Strategy (Corporate Property)

Report Author

Gyles Teasdale, Head of Property and ICT

g.teasdale@southkesteven.gov.uk

Purpose of Report

To present the draft Property Asset Management Strategy in respect of the Council's Corporate Property.

Recommendations

The Finance and Economic Overview and Scrutiny Committee is asked to recommend to Cabinet the Asset Management Strategy (Corporate Property) for the period 2025 – 2030.

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
Effective council

Which wards are impacted? All (All Wards);

1. Implications

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

Finance and Procurement

- 1.1 The Council's asset base is the largest value on the Council's balance sheet and is a significant annual cost both in terms of operational cost but also planned and responsive maintenance. It is important the Council has a clear and robust strategy in respect of the asset portfolio to ensure the assets are well maintained and managed in order to provide value for money and to minimise cost exposure. This is particularly important in a climate of rising costs and operational demands.

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

Legal and Governance

- 1.2 There are no significant governance concerns regarding this report.

Completed by: *James Welbourn, Democratic Services Manager*

2. Background to the Report

- 2.1 The Asset Management Strategy (AMS) is a medium-term plan for optimising the value, performance, and utility of the Council's corporate property assets — whether owned, leased, or managed. It goes beyond day-to-day property management by aligning property decisions with broader corporate aims, financial returns and sustainability targets.
- 2.2 The AMS sets the framework for managing the Council's property portfolio effectively over the next 5 years (2025 to 2030) and will guide future strategic property decisions to make sure the property portfolio is managed sustainably and efficiently and so it can adapt to remain fit for the future and support frontline delivery.
- 2.3 The strategy is designed to align with the Council's Corporate Plan and strategies, policies, and services to support the residents of South Kesteven. It provides a framework for managing owned, tenanted and leased assets, ensuring they are fit for purpose despite financial constraints. The strategy focuses on optimal and

flexible use, sustainable maintenance, and futureproofing to meet short, medium, and long-term needs.

- 2.4 This new AMS comes at a critical time as the Council is facing an uncertain financial future due to the expected changes in funding levels across all public authorities. The holding of assets carries a financial responsibility including acquisition, day-to-day running costs, maintenance, and operational expenses. Therefore, it is important to ensure the assets deliver maximum value for residents and all stakeholders by being strategically well managed and efficiently utilised.
- 2.5 By implementing the AMS, the aim is to optimise resource utilisation, reduce costs and promote sustainability, ensuring all assets support the Council's aims and ambitions whilst supporting the delivery of day-to-day services.
- 2.6 The AMS is structured in the following way:
 - Strategic Context
 - Key Asset Management Priorities
 - Achieving the Vision
 - Key Actions to be achieved over the life of the Strategy
- 2.7 The AMS sets out in further detail the key challenges in the context of the Council's asset base and operating environment, and places emphasis on the ongoing responsibility of the Council to ensure compliance with applicable health and safety responsibilities. It commits to an ongoing programme of regular costed building condition surveys to inform a proactive, planned maintenance programme and reduce the need for more expensive reactive repairs.
- 2.8 The AMS also commits to the Council maintaining its assets in a satisfactory condition, with assets classed as needing significant investment being appraised for such factors as location, utilisation, operating costs, fitness for purpose, accessibility, capacity, contribution to current service delivery and the property's ability to support future service delivery. This appraisal will allow a judgement to be taken to either dispose of the asset or what investment is required to achieve the desired standard.
- 2.9 The AMS is supported by the Asset Maintenance Strategy which has established a framework for allocating the annual maintenance budget to target the backlog maintenance that has built up across the corporate property asset portfolio.
- 2.10 Once approved, an action plan will be developed in order to monitor and track progress of the key actions set out in the AMS.

3. Key Considerations

3.1 The adoption of the AMS will continue to strengthen the Council's management of its assets, providing greater assurance that they are safe and comply with statutory requirements as well as creating the opportunity to improve the quality and value for money of the services they can deliver. The foundations of this process will require robust data and process, increased capacity and strong governance and decision-making.

4. Other Options Considered

4.1 Options include:

- Continue with current custom and practice – not recommended as this may be a missed opportunity to support the delivery of the Council's Corporate Plan
- Undertake repairs on a purely responsive basis – not recommended as this tends to be more costly than planned maintenance and may impact on the delivery of services

5. Reasons for the Recommendations

5.1. The AMS provides a strategic framework for managing the Council's corporate asset portfolio.

6. Consultation

6.1 The Finance and Economic Overview and Scrutiny Committee is asked to consider the draft AMS before it is presented to Cabinet for approval.

7. Appendices

7.1 Draft Asset Management Strategy (Corporate Property)

South Kesteven District Council

Corporate Asset Management Strategy

2025 - 2030



Executive Summary

South Kesteven District Council has responsibility for a large and diverse General Fund property portfolio valued at £75.86 million (April 2024) which are held for a variety of reasons including the delivery of operational services, investment assets and assets of cultural importance to our heritage-rich district.

The nature and extent of the portfolio is kept under review, to ensure it remains suited to its strategic and operational purpose and delivers value for money. As such, all decisions affecting property assets are considered within the context of the Council's Corporate Plan and the portfolio is reviewed on an ongoing basis supported by external professional advice.

The Asset Management Strategy supports the Council's Corporate Plan and Medium-Term Financial Plan to ensure that its assets are used in an effective and efficient manner. The scope of this Asset Management Strategy is in relation to General Fund assets only and therefore the Housing Revenue Account assets are not included.

The Council's vision for its property portfolio is:

“Utilising the Council’s assets to support the delivery of the Corporate Plan in a sustainable and socially responsible way.”

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Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation's property assets in a way which best supports its key business goals and objectives.

Royal Institute of Chartered Surveyors: Public Sector Asset Management

1. Purpose

1.1 It is recognised good practice for local authorities to produce an Asset Management Strategy (AMS) setting out their broad objectives for the management, development, and rationalisation of their built and land asset base over a three to five-year period.

1.2 Asset management provides a structured process to ensure value for money in serving the needs of the organisation. Property assets are a resource commitment both in terms of the capital value and annual maintenance and running costs. They need to be carefully managed over their lives to ensure best value through their use, maintenance, and generation of income.

1.3 There are a range of benefits that can be derived from effective asset management including:

- a) Release of capital for re-investment;
- b) Efficient running costs;
- c) Delivery of carbon reduction;
- d) Income generation;
- e) Better public service provision by improved property and co-location of services;
- f) Property in good condition;
- g) Improved property utilisation and bringing together similar uses into the same property through rationalisation;
- h) Improved productivity, changes in corporate culture and facilitation of corporate change;
- i) Improved delivery of community objectives through the more effective use of property; and
- j) Effective strategic procurement.

1.4 The purpose of this Strategy is to set out the Council's approach to corporate asset management. It will:

- a) Provide all stakeholders with a Strategy that can support informed, transparent, and consistent decisions on property assets, acquisitions and disposals.
- b) Provide a clear and integrated strategic approach to the management and review of operational assets from which to deliver services
- c) Create a strategic framework for the delivery of the asset management function, including prioritisation of key

aims, outputs and outcomes.

- d) Support the Council's Medium Term Financial Plan by integrating capital planning with financial planning and achieving best value to maximise the use of assets.
- e) Demonstrate how the Council will deploy its assets to ensure that plans and programmes involving land and property complement and assist in the delivery of other corporate strategies and policies.

2. Scope

- 2.1** This Corporate AMS sets out the Council's approach to the strategic management of its corporate land and buildings, outlining how the assets support the Council's priorities. It also identifies the action required to develop these priorities further and contains proposals for improving the effectiveness and efficiency of the Council's property portfolio.
- 2.2** This AMS does not include land, houses, buildings, and fixed assets associated with the Housing Revenue Account (HRA), which is subject to a HRA Business Plan.

3. Strategic Context

The AMS can only be effective in the context of the Council's Corporate Plan, the current asset base and the financial operating environment.

3.1 South Kesteven District Council's Corporate Plan

The key to ensuring property assets deliver what is required for the Council, its residents and its partners is by ensuring the use and management of assets is linked to the Council's priorities and key strategies. The Asset Management Strategy was last reviewed in 2022 and since that time the Council has approved a new Corporate Plan so it is timely to update the Strategy to reflect the changes in the Council ambitions.

The new Corporate Plan has been developed to set out the Council's ambitions from 2024-27. This is the key document for providing the framework for the delivery of services to residents and businesses with the vision:

'to make South Kesteven A thriving District to live in, work and visit'.

The Corporate Plan is based on a golden thread. This is the thread that connects all work, at all levels of the organisation, directly to our overarching vision, priorities and ambitions.

Five priorities are highlighted in the Corporate Plan, based on an analysis of the current performance of South Kesteven both as a district and as a council, and emerging opportunities and challenges, these priorities are as follows:

Connecting Communities - To enhance the strength, wellbeing, security and capacity of all our communities for a thriving and cohesive society that all our residents are proud to belong to.

Sustainable South Kesteven - To meet the challenge of climate change and ensure a clean, green and healthy natural and built environment for present and future generations.

Enabling Economic Opportunities - To enable and support a dynamic, resilient and growing local economy, which benefits all our communities.

Housing - To ensure that all residents can access housing which is safe, good quality, sustainable and suitable for their needs and future generations.

Effective Council - To deliver trusted, high quality and value-for-money services that fulfil the needs and expectations of all our residents.

Actions that will help the Council achieve its goals from a property perspective include:

- Invest in a sustainable leisure and cultural offer.
- Provide quality customer contact centres that enable residents to access Council services
- Ensure that our leisure facilities and arts venues are sustainable and meet future needs.
- Review and implement energy efficiency and renewable energy opportunities across the corporate estate, such as solar panels and EV chargers.
- Improve the energy efficiency of the corporate property estate and review further renewable energy opportunities
- Manage the construction of new strategic assets that ensures the property

infrastructure can meet the needs of the growing District.

- Review and rationalise the Council's assets portfolio to ensure an optimal return for the Council.
- Develop and deliver Planned Maintenance Strategy and accompanying Action Plan.

3.2 Overview of the current asset base

South Kesteven District Councils Assets range from Civic offices, operational sites (such as car parks, a depot, and leisure centres), retail and industrial units held as investments, and a mix of smaller land holdings (such as sub stations).

They are held on a mixture of tenures, freehold and leasehold. As such, the Council's responsibilities for maintenance and statutory compliance varies, dependent upon the terms of the lease.



3.3 Compliance

Good asset management ensures safe and compliant buildings. This involves:

- a) technical advice, coordination and management of activities;
- b) procurement, prioritisation, and management of budgets;
- c) centralised coordination of documentation,
- d) training, certificates and records; managing performance.

The basis of British health and safety law is the Health and Safety at Work Act 1974 and associated supplementary Regulations and Codes of Practice. Section 3 of the Act imposes a clear duty on local authorities to conduct their undertakings in such a way as to ensure, so far as is reasonably practicable, the safety of the public using premises.

The primary statutory instruments driving statutory compliance for property assets are:

- The Health and Safety at Work etc. Act 1974
- Managing Health and Safety at Work Regulation 1999
- The Regulatory Reform (Fire Safety) Order 2005
- The Building Regulations 2000 (as amended)
- The Control of Substances Hazardous to Health COSHH Regulations 2002 and Amendment 2003
- The Control of Asbestos Regulation 2012
- The Health and Safety Executive Approved Code of Practice (ACoP)

- Guidance on Legionnaires Disease, the Control of Bacteria in Water Systems L8.

3.4 Equalities

On 5 April 2011, the public sector Equality Duty (the equality duty) came into force. The Equality Duty was created by the Equality Act 2010. The broad purpose of the Equality Duty is to integrate consideration of equality into the day-to-day business of public authorities.

The Council promotes equality of opportunity across all its functions and is committed to long-term, continuous improvement. It is the responsibility of all officers and elected Members to implement the principles of equality and diversity.

In order to ensure ongoing compliance with the legislation, there will be a comprehensive DDA Survey and Accessibility Audit in respect of all buildings and correction action will be undertaken where necessary.

3.5 Asset Disposal

An Asset Disposal Methodology has been developed in order to ensure that assets are regularly reviewed and surplus assets are identified for disposal. This process ensures that the Council can generate capital receipts and can then be used for reinvesting in new capital schemes that support the Council's priorities.

The methodology for the disposal of Council property assets supports a range of purposes including direct delivery of services, revenue generation and supporting corporate plan objectives.

It is noted that the Council is required to be innovative in how its property assets will be utilised to stimulate economic growth activity, attract investment, and create income to support service delivery in keeping with the ambitions of the Corporate Plan 2024-2027.

The methodology for disposal sets out principles and processes that will ensure good governance and best value is achieved with regard to a programme of General Fund land and property disposals over the timescale of the Corporate Plan and Medium-Term Financial Strategy. This includes:

- Identifying assets for disposal
- Asset valuation
- Disposal and methods of disposal
- Officer delegation
- Asset and land acquisition

This AMS is entirely consistent with the adopted methodology and in terms of asset disposals, the approved process will be followed.

For asset disposal, other than land and property, then the disposal of assets procedure as set out in the Council's Financial Regulations must be followed.



3.6 Financial context

The Council's General Fund property asset base has an estimated asset value for accounting purposes as at 31 March 2024 of £75.86 million overall; the Council's operational land and buildings were valued at £65.57m, assets under construction £5.09mm, surplus assets £0.19m and investment properties at £5.02m. These assets are held at current market value and are reviewed annually with the values reported in the latest statement of accounts.

The Council sets a three yearly capital programme that is reviewed and approved by Full Council on an annual basis. The programme is underpinned by the Capital Strategy which is also approved by Council each year. This includes details of both acquisitions and improvement works as well as any other expenditure that is accounted for as capital under legislation.

In addition, the capital programme is monitored and reviewed throughout the financial year to monitor delivery against the approved programme.

4. Key Asset Management Priorities

4.1 Data

Effective asset management requires clear and accessible data on the running costs, market value, condition, backlog maintenance, suitability assessments and future service needs in relation to the corporate property portfolio.

The Council accepts more detailed information is required in relation to a number of its assets. The AMS takes a strategic approach to resolve this which is set out with the Council's Corporate Property Maintenance Strategy.

The Council continues to ensure it holds all data on its assets providing assurance on the reporting and management of its assets.

4.2 Compliance

Ensuring the health and safety of residents, staff and others using the Council's assets is the main priority and therefore effective systems are in place to ensure this priority is met.

As part of the recently adopted Corporate Property Maintenance Strategy an electronic database has been introduced which acts as a central log for recording information in order to ensure accurate classification of assets and ensuring appropriate leases are in place will all contribute to reducing this exposure to risk.

It is also important that management of the asset portfolio ensures compliance with legal agreements and therefore minimises the council's exposure to risk because of environmental, social and economic factors.

To meet this challenge the aim is to ensure that all council-operated properties have comprehensive risk assessments for any necessary areas of statutory compliance, and where relevant an identified programme of recommended remedial works is agreed, this is then resourced.

The Council's portfolio of assets includes sites that are directly managed by a third party. Where an external organisation has operational control of premises it is essential that the Council understands and addresses the residual financial, legal and reputational risks that remain.

4.3 Property Maintenance Planning

Required Maintenance (also known as backlog maintenance) is the cost of bringing a building from its current state up to a condition that fully meets statutory and regulatory compliance obligations. Required Maintenance liabilities can only be established by regular costed building condition surveys.

Government approved rating system identifies the degree of urgency and level of importance attached to identified defects.

Urgent – Immediate work required to prevent immediate closure. Addresses a [potentially] serious failure of structure; breach of legislation and/or poses a general risk to health & safety.

Essential - work required [within 2 years] to prevent serious deterioration of fabric or building services or remedy minor breach of legislation or H&S and which can be managed until full maintenance effected.

Desirable - work required within 3 to 5 years which will prevent the deterioration of fabric or service and/or address low risk minor breaches (legislation and/or H&S).

Long term - work required beyond a five-year window.

The total of priority 1 to 3 works for each operational building provides a total required maintenance programme over the life of the Strategy. This prioritised assessment of required maintenance should inform both the revenue and capital budget setting process.

The aim is to ensure that the most urgent works are identified, with the highest priority being given to those elements in the worst condition in the most strategically important buildings. The Council faces a backlog with regard to its assets and in a fiscally constrained environment it needs to ensure the best use of resources, provide value for money and ensure that funding is properly prioritised.

Comprehensive building condition surveys have been carried out to inform decisions on capital and revenue expenditure on assets, their classification and their disposal.

Building condition can be characterised as:

- A (Good)
- B (Satisfactory)
- C (Poor)
- D (Bad)

The strategy target will be to achieve a **B3** (i.e. satisfactory condition / desirable works required within years 3 to 5) as the required status for all strategic properties, with investment being targeted accordingly.

In principle, properties assessed as either C (poor) or D (Bad) should have only essential work undertaken on them in order to maintain their operational capability, this effectively being critical health and safety works and work that would continue to keep the property 'wind and watertight', until the future of the

property has been reviewed. This is to avoid non-essential expenditure.

In addition to condition and maintenance data, other factors need to be considered such as location, utilisation, operating costs, fitness for purpose, accessibility, capacity, contribution to current service delivery and the property's ability to support future service delivery.

A building in poor condition may still represent a suitable building, so a decision made based on either condition or suitability in isolation may not sufficient information. It may sometimes be beneficial to undertake a more in-depth condition survey before any key estate rationalisation decisions are taken.

4.4 Risk Management

Risk identification and mitigation are embedded in the Council's approach to operational and strategic management and is integrated into formal reports and decisions considered by Cabinet and Council. In this context, risk arises out of uncertainties about future events and their associated consequences, and in the likelihood of an event occurring that will have an impact on the ability to deliver operational and strategic objectives incorporated within the AMS.

It is important that risk is identified and managed as part of the asset management process. There are different risks associated with the various stages of a project and property lifecycle. Individual risks will be identified, monitored and evaluated on an ongoing basis.



The Asset Maintenance Strategy identifies risk associated with maintenance and how it will be managed in the following order of priority;

- Assets that require immediate maintenance to prevent injury and/or financial loss.
- Maintenance in respect of H&S issues.
- Statutory maintenance requirements; security, fire, gas, electrical and water.
- Structural maintenance and structural integrity including building fabric.
- Elements within the curtilage of any facility for which the Authority has responsibility.
- Maintenance of unoccupied assets identified for disposal; demolition or other purpose.

4.5 Corporate Property Team

The Corporate Property Team has overall responsibility to centrally manage all corporate land and building assets, with service departments making use of them for operational purposes as internal tenants.

In accordance with the aims of the Asset Management Strategy, the Corporate Property Team will:

- Manage the Council's Corporate property portfolio.
- Project manage planned and responsive maintenance works across the property portfolio.
- Provide a stable, fully integrated property service, with high levels of customer care and clear roles and responsibilities around the landlord/tenant relationship.
- Provide, manage and maintain good quality facilities for the district's residents and staff, improving customer confidence and satisfaction.
- Take the lead role on safety and statutory compliance within buildings. Effectively manage all property related risks.
- Optimise available resources, including personnel, spatial management and innovation through value for money projects.
- Provide accurate and relevant data around buildings and business performance to inform stakeholders.

- Ensure best value through prioritisation of maintenance spend, backed by effective procurement arrangements.

The adoption of this approach will ensure that buildings are viewed as a corporate resource. It will contribute to the optimisation of occupancy levels, improve suitability and condition, identify future investment needs, improve efficiency, reduce carbon emissions/generate energy savings, ensure compliance with leases and ensure internal and external occupational agreements are in place.

4. Achieving the Vision

Overview

The Council has gained considerable momentum in its drive to make South Kesteven the best district in which to live, work and to visit.

The AMS documents the way in which the Council will achieve its corporate asset vision of using Corporate Assets to support the delivery of the Council's Corporate Plan in a socially responsible and sustainable way.

Strengthening the management of assets is an important priority for the Council, providing greater assurance that they are safe and comply with statutory requirements as well as creating the opportunity to improve the quality and value for money of the service they can deliver.

The foundations of this process will require robust data and process, increased capacity and strong governance and decision-making. The Council continues to face budget pressures and therefore must consider a range of options to reduce the cost of maintaining, repairing and operating its property portfolio.

This will include a more commercial approach to asset management, increasing income generation and new types of income including energy generation, requiring a more focused and strategic approach across the council's assets.

This section sets out the key actions for supporting the delivery of the AMS and these cover a wide range of activities. These will be carried out during the period of the AMS to ensure the objectives are met.

5.1 Key Action One - Service Planning and Asset Appraisal

A key purpose of holding operational property is to facilitate and support service delivery; it is intended throughout the course of this AMS to review all corporate property assets in that context.

This will be undertaken on an asset-by-asset basis and challenge the need to retain the current portfolio. Each review will have proper regard to the Corporate Plan - service and financial efficiency will be key considerations, but there will be consideration of property aspects such as running costs, maintenance backlog and potential capital receipts. The principal objective is to ensure the portfolio is fit for purpose and agile in responding to changing service requirements.

The process, however, will include a presumption that where a service property can be declared surplus, it will be released for disposal in order that capital and revenue can be released for reinvestment in other policy priorities. A review process has progressed well to date, but it is envisaged that conducting the review rigorously will take the duration of this AMS to complete.

Although it is too soon to draw conclusions, it is clear that:

- a) Access to appropriate premises is critical for service delivery. The extent, nature and location of service premises must be kept under review, through active service planning.
- b) The current portfolio presents an affordability challenge in the medium to long term.
- c) Potentially, the maintenance backlog will not be eliminated by the level of resources currently.
- d) A managed approach to prioritisation will be required, while the size of the portfolio is reduced.
- e) There is opportunity to release capital and revenue resources by disposing of surplus assets. This resource will become available for reinvestment by the Council, in line with its policy priorities.
- f) A suite of asset specific indicators will be developed and implemented to focus on asset performance and will consider running costs, building condition, energy efficiency and utilisation. These indicators will help to inform decisions on future use and asset rationalisation.

5.2 Key Action Two – Asset Information

Robust, accurate and up to date information is at the heart of effective decision-making on assets.

The Council has reviewed and implemented a new Asset Management System which holds the Corporate Property information.

This enables the Council to centrally hold and record all the relevant information for each of the assets it has responsibility for. It also enables the Council to:

- a) Maintain a complete and accurate property asset register.
- b) Support the continuous management and maintenance of the property asset base.
- c) Satisfy statutory and other reporting and compliance requirements.
- d) Implement performance reviews across the asset portfolio.
- e) Review property assets, appraisals, decision-making and planning with accuracy and timelines.
- f) Provide a single corporate resource for managing assets.

5.3 Key Action Three – Compliance

As noted above, the Council places upmost importance on the safety of its corporate assets.

It will ensure that the following statutory responsibilities are met, and can be demonstrated through the information held on each asset:

- a) Fire Risk Assessment and action plan
- b) Asbestos policy and management plan
- c) Water Hygiene plan
- d) Radon Risk Assessment and action plan
- e) Gas servicing and certification

- f) Electrical certification and remedial actions
- g) Lift servicing
- h) Control of Substances Hazardous to Health (COSHH)
- i) Equality Act 2010 access to buildings and services

Additionally, regular compliance inspections are required to be undertaken by service areas who are, in effect, internal tenants. The Corporate Property and Facilities teams has ensured all operational locations that are used by the Council has an assigned and fully trained Property Responsible Persons (PRP) in order to ensure compliance is up to date or where action is required reported to the Corporate Property Team.

The Council will also make clear and take reasonable steps to ensure leaseholders are honouring their health and safety responsibilities, as defined in the terms and conditions of their lease.

5.4 Key Action Four – Maintenance and Investment

Effective day-to-day maintenance, planned in the context of the assets long-term benefit to the Council, is an essential attribute of a good landlord.

Over the period of the AMS, the Council will:

- a) Implement a regular building condition survey regime.
- b) Produce a three-year capital programme.
- c) Identify, prioritise and clear any maintenance backlog.

- d) Rationalise and review maintenance, repair and operating budgets.

Maintenance Strategy Link:

<https://moderngov.southkesteven.gov.uk/documents/s43308/Appendix%20A%20-%20SKDC%20Corporate%20Property%20Maintenance%20Strategy%202024.pdf>



5.5 Key Action Five – Delivery of Major Projects

The Council undertakes a number of major capital asset related projects in accordance with the approved Capital Programme. These projects are consistent with the aims and vision of the Council's Corporate Plan and the Asset Management Strategy.

All projects that are approved are delivered using the Council adopted project management plans. This includes

a robust governance structure, clear lines of responsibility and decision making. This ensures, wherever possible, projects are delivered on time and on budget.

5.6 Key Action Six – Regeneration

The Council has a strong track-record of promoting investment in the district, including regeneration. We will continue to act in this place-shaping role within the district and region, in the following means:

- a) With existing assets, the potential for future strategic regeneration and/or redevelopment purposes will be considered as part of our Service Planning and Asset Appraisal (Key Action One).
- b) Land and property interests will be considered for acquisition if the acquisition of the interest has potential for future strategic regeneration and/or redevelopment or contributes to wider corporate objectives and appropriate funding has been identified.

5.7 Key Action Seven - Equalities

We will ensure that all actions undertaken through the AMS support the Council's Equality Policy. In the delivery of projects, we will ensure that Equality Impact Assessments are undertaken and support the direction of the project.

5.8 Key Action Eight - Investment Portfolio

The Council's property portfolio not utilised for direct service delivery is owned for two purposes, to provide revenue income, and to influence future development opportunities.

The revenue income of non-operational assets will be monitored by the Section 151 Officer to ensure it provides a satisfactory financial return on the capital invested. Rents will be kept under review, in accordance with provisions of the agreements and the wider property market. Where the revenue return is not satisfactory, assets will be considered for sale to release capital for reinvestment.

In any review of non-operational assets, the potential to facilitate future development opportunities or regeneration will be considered.

5.9 Key Action Nine - Working with Partners

The Council is an active member of the One Public Estate programme, working closely with other Public Sector organisations across the district to explore opportunities to reduce premise related costs and make assets work more efficiently for both communities and customers.

The Council remains committed to this approach, in line with the following principles:

- a) Supporting service integration, joint working and/or co-location
- b) Rationalising public assets
- c) Reducing revenue costs associated with assets that are held base to make it cost effective for the public sector
- d) Release of redundant public assets for future use and investment, including the delivery of new housing.



Stamford Leisure Pool

5.10 Key Action Ten – Energy Efficiency

South Kesteven District Council has declared a Climate Emergency recognising that this is one of the biggest issues affecting the district, the country, and the world.

It is the Council's ambition to continue to go further to tackle the climate emergency, putting the environment at the heart of everything we do.

Investment opportunities that allow us to positively respond to the climate emergency will be welcomed. The Council will not make investments in its assets that do not match its commitment to meeting Carbon Net Zero. This will be measured by identifying whether every investment we make can achieve Net Zero in its operation by 2050.

The Council will seek to reduce energy costs and carbon emissions by

applying infrastructure upgrades during refurbishments, construction projects or building improvements.

This will be measured in the following way:

- a) Improvement in ECP rating
- b) Reduction in utility and energy usage
- c) Reduction in carbon emissions

5.11 Key Action Eleven – Value for Money

All service and utility contracts will be reviewed to ensure that they continue to provide value for money.

All service and utility contracts will be reviewed to ensure that they continue to provide value for money and procured in line with SKDC's Contract Procurement Procedure rules.

Value for money is measured by evaluating the efficiency, effectiveness, and economy of the resources used in contracting activities. Aspects considered are:

Efficiency: This encompasses assessing how well resources are utilized to achieve the desired outcomes. It includes evaluating the processes and procedures in place to ensure that resources are not wasted and that the best possible results are achieved with the least amount of input.

Effectiveness: This measures the extent to which the contracting activities achieve their intended objectives. It involves evaluating the quality and impact of the good, services, or works delivered, and ensuring that they meet the Council's requirements and standards.

Economy: This focuses on minimizing the cost of resources while maintaining the desired level of quality. It involves comparing costs and ensuring that the Council gets the best possible price for the goods, services, or works procured.

Compliance: Ensuring that all contracting activities adhere to legal, statutory, and Council policy requirements is crucial. This helps in mitigate against any legal issues and ensures that the contracting process is transparent and fair.

Risk Management: Identifying and mitigating risks associated with contracting activities is essential for ensuring value for money. This includes assessing potential risks and implementing measures to minimize their impact on the Council's resources. eg

ensuring lease terms are most beneficial to the Council and mitigate against any potential unforeseen financial exposure.

By considering these aspects, officers can ensure that contracting activities provide value for money and that the Council's resources are used efficiently and effectively. Local authorities are required to consider how economic, social, and environmental wellbeing may be improved by services that are to be procured, and how procurement may secure those improvements under the provisions of the Public Services (Social Value) Act 2012.

Social Value and Sustainability refers to approaches which maximise the additional benefits that can be created through the delivery, and procurement of goods and services, above and beyond those directly related to those goods and services themselves.

Measures will be integrated into contracts where necessary to provide Key Performance Indicators (KPI's) for suppliers to report and be benchmarked against within their performance.

Contact details

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

South Kesteven District Council



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SOUTH
KESTEVEN
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COUNCIL

Finance and Economic Overview and Scrutiny Committee

23rd September 2025

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

Maintenance Strategy Progress Report

Report Author

Gyles Teasdale, Head of Property and ICT

 Gyles.teasdale@southkesteven.gov.uk

Purpose of Report

An update on progress being made on the General Fund Maintenance Programme, in accordance with the Maintenance Strategy.

Recommendations

The Committee is recommended to:

1. Note the progress being made with respect to the development and delivery of the General Fund Maintenance Programme, in accordance with the allocation criteria set out in the Maintenance Strategy

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
Effective council

Which wards are impacted?

(All Wards);

1. Implications

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

Finance and Procurement

- 1.1 The Council has allocated significant financial resources to tackle the backlog maintenance in respect of the General Fund property estate. This report provides a progress update on the work undertaken.

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

Legal and Governance

- 1.2 There are no governance implications within this report, which is for noting by members.

Completed by: James Welbourn, Democratic Services Manager

2. Background to the Report

- 2.1 On the 10th of September 2024, Cabinet approved proposals for a Maintenance Strategy in respect of SKDC's General Fund Corporate Property Assets.
- 2.2 The Strategy establishes the approach the Council will adopt for ongoing investment in its corporate property estate. It establishes a criteria for the allocation of funding to deal with maintenance – both responsive and planned. Since that time, the Property Team has focussed its attention on tackling the backlog maintenance against a backdrop of finite resources and specialist officer capacity to deliver such a varied and complex range of work programmes.
- 2.3 The Council owns and leases a high number of key strategic, operational and non-operational assets that are integral to the successful delivery of quality services to residents and visitors to South Kesteven.
- 2.4 It is imperative these assets receive regular investment in order to ensure they operate at optimum performance and meet statutory health and safety standards. However, there is a recognition that the Council has not kept a consistent level of investment across its corporate property estate. Consequently, this lack of investment in previous years has meant significant financial investment over several financial years will require the annual budgetary allocation for ongoing

investment to be targeted based on the proposed criteria as set out in the Maintenance Strategy.

2.5 Council approved a further £2m allocation to the Property Maintenance Reserve in order to provide further funding to meet the maintenance challenge.

2.6 The allocation of the funding follows the Strategy criteria and is primarily driven by the analysis of the condition surveys and classification of the asset. The analysis of the condition surveys confirmed there is anticipated backlog maintenance cost of £5,962,698 across the whole portfolio, with £3,290,612 attributable to leisure properties and £2,672,086 to the remaining corporate property portfolio. The surveys also project a total maintenance cost across the portfolio of approximately £25,000,000 in the next 25-30 years.

2.7 For the financial year 2025/26, a varied programme of maintenance works has been developed and is currently being deployed. The following table details a summary of the current significant works which have been progressed:

Property	Indicative Cost	Summary of Works	Current Status
Guildhall Arts Centre Grantham	£460k	Urgent Roof and Clock Tower Repairs	Completed (subject to bell turret repairs)
Grantham Canal	£283k	Urgent works to banks and preventative flooding works	Specification being prepared
Grantham Bus Station	£27k to date – shelter options under review	Refurbishment Works and enhancement of heating system	Ongoing
Stamford Cattle Market Car Park	£550k	Extension to car park and additional repair works.	Completed
Deepings Community Centre	£382k	Repairs to roof, boiler replacement works	Completed
Surface Car Parks – Resurfacing Programme	£52k	Resurfacing works across Council operated car parks	Completed
Wharf Road Multi Storey Car Park Grantham	£350k (£1m over 3 years)	Resurfacing and structural works	Ongoing
Stamford Arts Centre	£30k	Air Handling Unit upgrades	Ongoing
SK House	£30k	Refurbishment programme to	Ongoing

		kitchen, toilets and carpets	
Langtoft Pavilion	£50k	Maintenance and heating works	Ongoing
Rollout of new signage and car park machines at Pay and Display car parks	£94.5k	Energy efficient payment machines to be installed at 13 car parks and improved signage	Ongoing
Repairs to footbridges	TBC	Survey of Council responsible footbridges to be repaired	Ongoing
Grantham Meres Leisure Centre	£4,212,933 inc. Public Sector Decarbonisation Scheme (PSDS) Works	External decoration, replacement BMS, fire alarm upgrade, pool plant cleaning, PSDS Upgrade.	Ongoing
Bourne Leisure Centre	£248k	Fire Doors replacement, Fire escape, Drainage works	Ongoing
Stamford Leisure Centre	£46k	AHU Refurb and plant cleaning, boost pump replacement	Ongoing
SK Stadium	£156k	Steelwork/ cladding decoration, East stand and strikers bar roof repairs.	Ongoing

2.8 Ongoing analysis of the condition surveys is underway, and the programme continues to be developed including indicative programmes for 2026/27 (subject to available funding).

2.9 There is recognised that the maintenance resources are primarily focused on urgent works and therefore there has been very little allocation made to cosmetic and decorative works across the portfolio, as the budgets have not been able to support both streams of work. To respond to this a dedicated Reserve has been approved, separate to maintenance budgets, to the value of £500k, which will enable investment in the Leisure locations over the next year, to enhance customer experience across these primary customer facing assets.

Maintenance Strategy Action Plan

2.10 The Committee was last updated on the action plan at its meeting on 18th February 2025 and since that time progress continues to be made on completing

the actions as set out in the plan. The only remaining action is in relation to a sustainability audit of corporate assets. This will now be undertaken upon completion of a number of energy reduction initiatives that are currently underway.

3. Key Considerations

- 3.1 This report provides an update on the implementation of SKDC's Maintenance Strategy General Fund Corporate Property Assets.

4. Reasons for the Recommendations

- 4.1 To note the progress associated with the Council's Maintenance Action Plan for SKDC's corporate properties.

5. Background Papers

- 5.1 [Maintenance Strategy Action Plan Update.pdf](#)

Finance and Economic Overview and Scrutiny Committee 18th February 2025

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Finance and Economic Overview and Scrutiny Committee

Tuesday, 23 September 2025

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

Leisure Investment Reserve – Allocation Criteria

Report Author

Richard Wyles, Deputy Chief Executive and s151 Officer

r.wyles@southkesteven.gov.uk

Purpose of Report

A Leisure Investment Reserve has been established and a proposed criteria is to be developed in order to provide a clear methodology to allocate the funding.

Recommendations

The Finance and Economic Overview and Scrutiny Committee is asked to:

- 1. Consider the proposed criteria for the allocation of the £500k from the Leisure Investment Reserve.**
- 2. The Committee agree to receive a further update at the meeting of the 18th November 2025 regarding the proposed work programme.**

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
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 Governance and Audit Committee has approved the formation of a specific reserve of £500k to invest in the leisure centres and SK Stadium. This report sets out a proposed methodology for the allocation of this reserve in order to meet the objectives that have been established.

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

Legal and Governance

- 1.2 This report is asking the Committee to consider how this reserve may be allocated. Any spend of this reserve would have to be carried out in accordance with the approval routes set out within the Responsibility of Functions in Part 3 of the Constitution.

Completed by: James Welbourn, Democratic Services Manager

2. Background to the Report

- 2.1 The Council is currently focussing significant resources in tackling a backlog of maintenance across a varied range of corporate property assets. This work commenced in 2023 and is likely to continue for the next ten years. The primary focus is tackling the backlog where condition surveys have identified either urgent repairs, obsolete (or end of life) repairs or investment to ensure ongoing compliance.
- 2.2 The Committee was provided with full details of the extent of the maintenance work that will be necessary across the leisure centres. This detail was provided in a report to Committee on 26th November 2024. The table below shows the latest actual expenditure and future expenditure requirements in respect of condition survey maintenance.

Building	22/23 - Actual Spend (£)	22/23 – Condition Survey Required Spend (£)	23/24 - Actual Spend (£)	23/24 – Condition Survey Required Spend (£)	24/25 - Actual Spend (£)	24/25 – Condition Survey Required Spend (£)	25/26 - Budgeted Spend (£)	25/26 – Condition Survey Required Spend (£)	26/27 – Condition Survey Proposed Spend (£)
Stamford LC	55,016	232,296	63,033	244,175	313,724	141,421	45,976	90,962	78,260
Bourne LC	72,261	343,533	244,760	358,119	438,982	122,340	248,047	110,609	68,798
Meres LC	185,405	218,803	341,960	542,091	347,740	508,400	4,211,933	434,912	366,604
SK Sports Stadium	23,450	153,137	97,462	249,269	138,524	177,028	156,000	164,389	113,229
Totals	336,132	947,769	747,215	1,393,654	1,238,970	949,189	4,604,48	800,872	626,891

3. The Meres spend for 25/26 includes the expenditure relating to the Public Sector Decarbonisation Scheme – 3.6m grant funded.

2.3. However, it is recognised that the maintenance resources are primarily focused on urgent works and therefore very little allocation is currently being made to cosmetic works and decoration as the budgets cannot support both work programmes.

2.4. From a customer perspective when using facilities this is usually the most important element as a negative experience can lead to negative feedback or a reduction in customer numbers. This is most relevant to the 3 leisure centres and the Sports Stadium where customer throughput is the highest across the assets. To put this into context, usage figures for the financial year 2024/25 confirm the following:

- Bourne Leisure Centre 253,594
- Meres Leisure Centre and Stadium 445,726
- Stamford Leisure Centre 135,762

2.5. To respond to this a dedicated reserve has been created to the value of £500k to enable investment in the locations over the next year.

2.6. The objective is to develop an improvement plan for each of the locations focussing on those areas where there is a strong interface with the customers and where there is clear evidence of an investment requirement.

2.7. It is proposed a methodology is developed that is evidence led based on information from a range of sources. To meet this objective, external consultants have been engaged to provide a summary of proposed investment based on the condition surveys but with a clear focus on cosmetic works and decoration. This analysis will be supplemented by the Council's own knowledge of areas for improvement and Leisure SK Ltd has been invited to provide their own knowledge and customer feedback of improvements.

2.8 The amalgamation of these stakeholder input will lead to a proposed allocation of the £500k across the 4 locations. Based on an initial assessment, the following are the key areas for cosmetic or decorative investment.

- Changing areas
- Reception areas
- Public toilets
- Meeting rooms
- Other communal areas

2.9 Following this analysis, specifications will then be developed in order to arrive at a cost estimate to enable the £500k to be allocated across the 4 venues. It is likely that the allocation will not be an even distribution of the funds as the level of investment required will vary from location to location.

2.10 However, it is noted that, the tendering of the works may reveal that the allocated reserve may not be sufficient to enable all of the works to be undertaken. Therefore, there may be a requirement to seek additional funding if it is considered necessary that all the identified improvements are to be undertaken. This will not be known until the tendering of the works has been completed.

3. Reasons for the Recommendations

3.1 The reports set out the proposed criteria and methodology to be used in order to allocate the £500k leisure investment reserve across the leisure centres and stadium.



SOUTH
KESTEVEN
DISTRICT
COUNCIL

Finance and Economic Overview and Scrutiny Committee

Tuesday, 23 September 2025

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

Finance Update Report: April to July 2025

Report Author

Richard Wyles, Deputy Chief Executive and s151 Officer

 Richard.wyles@southkesteven.gov.uk

Purpose of Report

To present the Council's forecast 2025/26 financial position as at end of July 2025.

The report covers the following areas:

- General Fund Revenue Budget
- Housing Revenue Account Budget
- Capital Programmes – General Fund and Housing Revenue Account

Recommendations

Finance and Economic Overview and Scrutiny Committee is asked to:

1. Review and note the forecast 2025/26 outturn position for the General Fund, HRA Revenue and Capital budgets as at the end of July 2025.

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 Housing Effective council
Which wards are impacted?	All

1. Implications

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

Finance

1.1 The financial implications are included throughout the report.

Completed by: Richard Wyles Deputy Chief Executive and s151 Officer

Legal and Governance

1.2 As part of good governance, it is important members are kept updated in respect of the financial position of Council expenditure during the year.

Completed by: Alison Hall-Wright, Interim Deputy Monitoring Officer

Risk and Mitigation

1.3 A Risk Register is at Appendix A and shows that all known current financial risks are recognised and associated mitigating actions are in place.

Completed by: Tracey Elliott, Governance and Risk Officer

2 Background to the Report

2.1 During the current financial year, the Finance and Economic Overview and Scrutiny Committee (FEOSC) is provided with regular finance reports. These monitor and forecast (expenditure and income compared with the budgets approved by Council and provide explanations for any significant variances.

3 Revenue Budget 2025/26 – General Fund

3.1 The net cost of service budget set by Council on 27 February 2025 was £24.008m. In order to show variances against all controllable budgets, investment income received from treasury management activity has also been included in the report.

3.2 This Budget Monitoring Report has also been presented to Cabinet on 9th September 2025 to enable Cabinet members to review and debate the forecast position.

3.3 Budgets have been updated to reflect approved budget carry forwards and in year movements; these increase the controllable budget to £27.581m.

Table 1 shows the forecast outturn position as at 31 July 2025 and Table 2 shows the significant forecast variances.

Table 1 – General Fund Revenue – Forecast Outturn

Directorate	Current Budget 2025/26 £'000	Forecast Outturn 2025/26 £'000	Variance £'000	Variance %
Corporate Governance & Public Protection	4,356	4,464	108	2.5
Finance Property & Waste Services	13,230	12,937	(293)	(2.2)
Growth & Culture	8,743	8,505	(238)	(2.7)
Housing & Projects	2,033	2,078	45	2.3
Net Cost of Service	28,362	27,984	(378)	(1.33)
Investment Income	(781)	(895)	(114)	(14.6)
(Surplus) / Deficit	27,581	27,089	(492)	(1.8)

Table 2 – General Fund Revenue – Significant Variances

Explanation of Significant Variance	£'000
Fuel A reduction in inflationary price increases has resulted in a forecast underspend of (£180k) based on modelling at 0.3% increase per week for the remainder of 2025/26. The budget was set using a price of 141p but actual prices have been as much as 28% below this.	(180)
Utilities The Council continues to financially benefit from the energy prices secured via the ESPO utility procurement Framework which is currently being purchased at a unit rate lower than the budgeted rate. As this cost continues to be volatile it will be kept under review for the remainder of the financial year.	(250)
Cattlemarket Car Park Stamford Income The recent expansion of Cattlemarket Car Park in Stamford has increased capacity by 146 spaces (a 53% increase). Based on projected growth in ticket sales this is expected to generate an additional (£80k) income in year. This is a pro rata figure based on charges coming into effect from 29 th August 2025.	(80)
Green Waste Income Additional income of (£100k) has been received with higher than budgeted take-up of the scheme. As at July, over 30,600 customers had joined the green waste service.	(100)
Planning Fee Income Planning Fee Income has risen above estimated levels during quarter 1. This is partially due to the Council receiving an application for a solar farm with combined application fees of (£162k). In addition, the Government increased planning application fees in April 2025 for specific applications. This increase was not known at budget setting. An increase in the number of applications received in the quarter has also contributed to the additional income.	(250)
Salaries Salary budgets are prepared with a 3% vacancy factor (£572k) to reflect staff turnover. At the present time no vacancy savings have been forecast but as the financial year progresses it is expected savings will be achieved towards meeting the vacancy factor target.	572
Investment Income Higher average interest has been achieved on the investments held which is currently achieving 4.57% on average compared to 3.25% forecast included in the budget.	(114)

4 Capital Budget 2025/26 – General Fund

4.1 The budget set by Council on 27 February 2025 was £15.179m. Budgets have been amended in line with the approved budget carry forwards and further budget approvals, increasing the 2025/26 budget to £17.893m.

4.2 Table 3 shows the forecast outturn position as at 31 July 2025 and at the present time there are no significant variances forecast at this point. Commentary will be provided in subsequent meetings if material variances arise.

Table 3 – General Fund Capital Forecast Outturn Position

Directorate	Current Budget £'000	Forecast Outturn £'000	Variance £'000	Variance %
Corporate Governance & Public Protection	1,370	1,380	10	0.73
Finance, Property and Waste Services	11,959	12,013	54	0.45
Growth and Culture	1,740	1,740	0	0
Housing and Property	2,824	2,824	0	0
Total	17,893	17,957	64	0.36

5 Revenue Budget 2025/26 – HRA

5.1 The HRA revenue budget set by Council on 27 February 2025 showed an overall surplus of £8.059m. Budgets have been updated in order to reflect the approved budget carry forwards from 2024/25 and in year virements. These changes have resulted in a revised forecast net income of £8.078m.

5.2 Table 4 shows the forecast outturn position as at 31 July 2025.

Table 4 – HRA Revenue Forecast Outturn Position

Directorate	Current Budget £'000	YTD Budget £'000	YTD Actuals £'000	YTD Variance £'000	Forecast Outturn £'000	Variance £'000	Variance %
EXPENDITURE							
Repairs and maintenance	10,808	3,537	4,566	1,029	10,808	0	0
Supervision and Management - General	2,560	811	894	82	2,560	0	0
Supervision and	2,260	736	459	(277)	2,260	0	0

Management - Special							
Depreciation and Impairment of Fixed Assets	4,181	0	0	0	4,181	0	0
Accounting Adjustments	3,273	0	0	0	3,273	0	0
Total Exp	23,081	5,084	5,919	835	23,081	0	0
INCOME							
Dwelling Rents	(29,856)	(9,952)	(8,624)	1,328	(29,856)	0	0
Non-Dwelling Reents	(322)	(107)	(78)	30	(322)	0	0
Charges for Services and Facilities	(916)	(305)	(310)	(5)	(916)	0	0
Other Income	(18)	(6)	(2)	4	(18)	0	0
Total Income	(31,112)	(10,371)	(9,014)	1,357	(31,112)		
Net Cost	(8,031)	(5,286)	(3,094)	2,192	(8,031)		
Interest Payable	2,043	681	681	0	681	0	0
Investment income	(1,798)	(599)	(709)	(110)	(2,090)	(292)	(16)
Net operating Surplus	(7,786)	(5,205)	(3,122)	2,082	(8,078)	(292)	(4)

5.3 As highlighted in table 4 above there is a potential pressure on repairs and maintenance budget with 42% of the budget spent at the end of July 2025. The pressures include additional costs associated with increased productivity as work continues to reduce the number of overdue repairs jobs and numbers of voids.

5.4 Regulatory requirements in the Safety and Quality Standard set out clear requirements that landlords must provide an efficient and timely repairs service to tenants. These requirements have been translated into the recently approved Repairs Policy which sets out clear timeframes to complete works. This brings the repairs performance under the spotlight to deliver against targets and reverse the trend of backlogs building up. Regulation has also placed greater focus on health and safety compliance and maintenance remedial works have been identified through fire risk assessment and dwelling surveys. There are also additional pressures as a result of new responsibilities placed on landlords to treat damp and mould as a result of Awaabs Law ([Awaab's Law: Draft guidance for social landlords - GOV.UK](#)) which has resulted in an increase in cost and resources.

5.5 In response to this, work is now underway to review the budgets that were set on 27th February 2025 and consider whether additional funding should be requested if the spend levels continue to exceed the budgeted levels. However this will need

to be considered alongside the 30 year financial business plan and other competing financial pressures facing the HRA service.

5.6 As with the General Fund, the HRA is forecasting increased investment income, which for the HRA is anticipated to be an additional £292k based on the increase in average investment rates compared to those included in the budget.

6 Capital Budget 2025/26 – HRA

6.1 The budget set by Council on 27 February 2025 was £31.771m. Budgets have been amended in line with the approved carry forwards and these changes have increased the 2025/26 budget to £31.966m.

6.2 Table 5 shows the forecast outturn position as at 31 July 2025 and Table 6 shows the significant forecast variances with supporting commentary.

Table 5 – HRA Capital Forecast Outturn Position

Directorate	Current Budget £'000	YTD Budget £'000	YTD Actuals £'000	YTD Variance £'000	Forecast Outturn £'000	Variance £'000	Variance %
Energy Efficiencies Initiatives	4,653	1,551	311	1,240	4,653	0	0
Replacement Vehicles	765	255	0	(255)	765	0	0
New Builds	15,134	5,045	1,762	(3,283)	7,116	(8,018)	52.98
Refurbishment and Improvement	11,414	3,805	1,758	(2,047)	11,116	(298)	2.61
Total	31,966	10,656	3,831	(6,825)	23,650	(8,316)	(26.02)

Table 6 – HRA Capital – Significant Variances

Explanation of Significant Variance	£'000
New Builds Programme The housing development at Larch Close, Grantham has been approved, preconstruction works are nearing completion with an expected start on site date of September 2025. However, following feasibility work on the potential development at Gorse Rise Grantham. A number of other schemes are progressing beyond the initial timescales resulting in a forecast underspend for the current financial year.	(8,018)

Refurbishment and Improvement A potential underspend is anticipated related to the Tunstall Lifeline and alarm system. Work is underway for the procurement of a new contract but the current expectations are that no further investment will be required this financial year.	(298)
Total	(8,316)

7 Collection Rates

7.1 Table 7 details the current collection rates against target for 2025/26.

Table 7 - Collection Rates

Target Rates	Council Tax	Business Rates	Rents
Target annual collection rate	98.33%	98.68%	96.02%
Target collection rate to end of June 2025	28.29%	30.58%	22.84%
Actual collection rate to end of June 2025	28.31%	30.47%	23.10%

7.2 Council Tax:

- Collection of £31.333m as of 30 June 2025 against an annual debt of £110.678m. As shown in the table above, the collection rate is above target by 0.02% or £22,136 (SKDC share being £1,992).
- All 7 Districts in Lincolnshire share their collection rates monthly with 6 of the Districts also above target collection. South Kesteven has the highest net collectable debt in the County (£110.678m), with the next Council's debt being £109.116m (with a collection of 28.95%).

7.3 Business Rates:

- Collection of £14.047m as of 30 June 2025 against an annual debt of £46.105m. As shown in the table above, the collection rate was 0.11% or £50,716 below above target.
- All 7 District Councils in Lincolnshire share their collection rates monthly with 4 of the Districts also below their target collection. South Kesteven has the second highest net collectable debt in the County (£46.105m), with the highest Council's debt being £46.626m.

7.4 Rent:

- Collection of £7.173m as of 6 July 2025 against an annual debt of £28.966m. As shown in the table above, the collection rate was 0.26% above target equating to an increase in the collection of £81,785. Comparison is being requested with neighbouring Councils and will be provided when it is made available.

8 Reasons for the Recommendations

8.1 Members should be kept updated on the financial position of the Authority, because effective budget management is critical to ensuring financial resources are targeted towards the Council's priorities. Monitoring enables early identification of variations against the plan and timely corrective action.

9 Consultation

9.1 Budget Monitoring reports are presented throughout the financial year to the Cabinet and FEOSC to keep members up to date regarding the projected financial outturn position.

10 Appendices

10.1 Appendix A – 2025/26 – Finance Risk Register.

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Appendix A – Finance Risk Register

Risk	Likelihood	Impact	Residual Risk Score	Mitigating Action
1. Capital programmes requiring borrowing in the medium term	4	3	12 Very High	Continue to undertake financial modelling to identify consequences of undertaking borrowing and align this with savings that will need to be approved before borrowing is undertaken in order to ensure ongoing affordability and financial sustainability. The capital programme can currently be financed without borrowing although this is kept under review.
2. Lack of clarity for funding levels from 2026/27 and beyond	4	3	12 Very High	The Government has recently concluded a consultation on a multi-year settlement effective from 2026/27. Initial modelling suggests that there will be a funding reduction over the three year period but it is expected that transitional funding arrangements will be in place. There remains a high degree of uncertainty as the Council will not receive specific funding confirmation until December 2025. The budget process will be undertaken within the context of a reduction in funding levels.
3. Increase in bad debts as a result of economic circumstances	3	2	6 High	The Council has pro-active debt management procedures in place.
4. Increased maintenance costs of council assets	3	2	6 High	The budget proposals for 2025/26 included additional funding to help address backlog asset maintenance issues and capacity is under review to support the delivery of several large scale General Fund property projects. The medium-term outlook is a continuation of high levels of maintenance that will require financing. There are similar pressures for the Housing Revenue Account in respect of the social housing stock – additional investment may be required to meet new government requirements for decent homes standard.
5. Fuel price volatility	1	3	3 Medium	Weekly monitoring of fuel charge and proactive interventions to ensure optimisation of fuel consumption.
6. Inflation increases beyond budgeted levels	2	2	4 Medium	Budget assumptions kept up to date with most recent projections and monthly sensitivity analysis is produced to monitor the impact of inflationary increases.
7. Fee Income volatility	2	2	4 Medium	Early monitoring of deviations and regular reporting to both budget holders and members.

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Finance and Economic Overview and Scrutiny Committee Work Programme 2025-2026

REPORT TITLE	LEAD OFFICER	PURPOSE	ORIGINATED
23 SEPTEMBER 2025			
Economic Development Strategy 2024-28 Update	Lead Officer: Emma Whittaker (Assistant Director of Planning & Growth)	To provide the Committee with the latest update.	Requested at meeting held on 17 September 2024
UKSPF 25/26 allocation	Lead Officer: Emma Whittaker (Assistant Director of Planning and Growth)	To provide the Committee with the latest update.	Requested at meeting held on 13 May 2025
Turnpike Depot Update	Lead Officer: Gyles Teasdale (Head of Service – Property and ICT)	To provide the Committee with an update.	Standing item
Corporate Asset Management Strategy	Lead Officer: Gyles Teasdale (Head of Service – Property and ICT)	To provide the Committee with updated Asset Management Strategy following mid-term strategy review.	
Corporate Property Maintenance Strategy Progress Update	Lead Officer: Gyles Teasdale (Head of Service – Property and ICT)	To provide the Committee with update on progress of Maintenance Strategy Action Plan following previous update on in February 2025.	Requested at February 2025 meeting.
Leisure Investment Reserve Criteria	Lead Officer: Richard Wyles (Deputy Chief Executive)	To establish criteria for allocation of funding from the Leisure Investment Reserve.	
Finance Update Report – April to July 2025	Lead Officer: Richard Wyles (Deputy Chief Executive)	To present the Council's year end forecast for the financial year 2025/26 as at the end of July 2025.	Quarterly reporting
St Martins Park Update (Verbal)	Lead Officer: Debbie Roberts (Head of Corporate Projects, Performance and Climate Change)		

18 NOVEMBER 2025

Turnpike Depot Update- Closure Report	Lead Officer: Gyles Teasdale (Head of Service – Property and ICT)	To provide the Committee with a final update.	Standing item
Quarter 2 Budget Monitoring Report	Lead Officer: Richard Wyles (Deputy Chief Executive)	To present the Council's year end forecast for the financial year 2025/26 as at the end of September 2025.	Quarterly reporting
Local Council Tax Support Scheme Proposals 2026/27	Lead Officer: Claire Moses (Head of Service (Revenues, Benefits, Customer and Community)	Outcome of consultation and recommendation to Council	Update from public consultation and FEOSC request on 24 July 2025
Discretionary Council Tax Payment Policy 2026/27	Lead Officer: Claire Moses (Head of Service (Revenues, Benefits, Customer and Community)	Outcome of consultation and recommendation to Cabinet	Update from public consultation and FEOSC request on 24 July 2025
Discretionary Housing Payment Policy 2026/27	Lead Officer: Claire Moses (Head of Service (Revenues, Benefits, Customer and Community)	Outcome of consultation and recommendation to Cabinet	Update from public consultation and FEOSC request on 24 July 2025
Taxi Licensing Fees	Lead Officer: Ayeisha Kirkham (Head of Service – Public Protection)		

11

Unscheduled Items

Turnpike Depot Update	Lead Officer: Richard Wyles (Deputy Chief Executive)	To provide the Committee with an update.	Standing item
Budget Monitoring Q3 Forecast	Lead Officer: Richard Wyles (Deputy Chief Executive)	To provide the Committee with the latest update.	Standing item
Update on South Kesteven	Lead Officer: Emma Whittaker	To provide the Committee with the	Requested at meeting held

Economic Development Strategy 2024/28	(Assistant Director of Planning and Growth)	latest update.	on 17 September 2024
Six monthly update on Marketplace Footfall	Lead Officer: Emma Whittaker (Assistant Director of Planning and Growth)	To update Members on footfall of the marketplace and Grantham Town Centre.	Agreed for a 6-month update to be taken to Committee in July 2025.

The Committee's Remit

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

- Budget monitoring
- Budget setting
- Business rate relief
- Business trade and licensing (Policy)
- Business transformation
- Charitable rate relief
- Council-owned property, assets, and maintenance (non-council house)
- Customer access strategy
- Data protection reporting
- Economic development
- Fees and charges
- Large-scale development projects
- Medium term financial planning and national funding proposals
- Procurement
- Review of outturn
- Town centre developments and partnerships

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