

## Culture & Visitor Economy Overview and Scrutiny Committee – Corporate Plan Key Performance Indicators

<b>Priority</b>	Delivery of Growth of Our Economy	<b>No.</b>	9	<b>Status</b>
<b>Action :</b>	Work with partners and attractions, to promote visitor economy and increase visitor spend in the District, including the adoption of a Tourism Strategic Framework.			
<b>Responsible Post</b>	Director of Growth and Culture	<b>What does Success Look Like:</b>		
Increase in the amount of visitor spend in the district. Development and adoption of a strategic document that positions SKDC at the centre of its Visitor Economy. The document will and draw-on, and support, the expertise of the existing VE sector, and other agencies involved in its promotion.				
<b>Measure</b>	<b>Target 2020/21</b>	<b>Achieved</b>	<b>DoT</b>	<b>Status</b>
Number of newly engaged visitor economy attractions engaged	30	46	-	
Increase in visitor economy spend	£ 73,600,000	£143,000,000 Reported from July 2020	-	
Adoption of Tourism Strategic Framework (Gross Value Added)	To have adopted the Tourism Strategic Framework	N	-	
<b>Commentary :</b> The first draft of the Tourism Strategic Framework was presented to Culture & Visitor Economy OSC on March 9th 2021. Feedback from this session will be used to revise the framework, and a final version is expected to be presented for approval by Q2 2021. The visitor economy spend information is extracted from the 2019 STEAM Tourism economic impacts report. The 2020 update to this information is anticipated to be released in July 2021.				
<b>Priority</b>	Delivery of Growth of Our Economy	<b>No.</b>	11	<b>Status</b>
<b>Action :</b>	Work closely with markets across South Kesteven and seek to maintain their viability.			
<b>Responsible Post</b>	Director of Commercial and Operations	<b>What does Success Look Like:</b>		
Vibrant and financially viable markets that contribute to the footfall and economic activity of the town.				
<b>Measure</b>	<b>Target 2020/21</b>	<b>Achieved</b>	<b>DoT</b>	<b>Status</b>
Markets becoming cost neutral to SKDC	Keep markets operational during Covid-19, in line with government guidance	Y	-	
<b>Commentary:</b> South Kesteven District Council has maintained markets in all three towns throughout difficult circumstances and at different levels depending on the government regulations at the time. The out-turns at all markets are significantly below amended budgets (£57057.73				

across all markets) which is particularly positive given the safety measures requiring implementing and also emphasises the support from traders and customers alike. Markets will continue to operate in line with Government guidance, with a focus on reducing the markets' net operating costs whilst looking at opportunities to increase traders and other commercial ventures, such as the markets in Wyndham Park.				
<b>Priority</b>	Healthy and Strong Communities	<b>No.</b>	5	<b>Status</b>
<b>Action :</b>	Celebrate and enhance the rich history of the District.			
<b>Responsible Post</b>	Director of Commercial and Operations / Director of Growth and Culture	<b>What does Success Look Like:</b>		
Increased level of understanding of the historical figures and events that have shaped the South Kesteven of today.				
<b>Measure</b>	<b>Target 2020/21</b>	<b>Achieved</b>	<b>DoT</b>	<b>Status</b>
Number of residents engaged through SK-promoted cultural activities	Establish baseline and identify consistent methodology for collecting data.	147	-	
<b>Commentary :</b>				
<ul style="list-style-type: none"> <li>• This measure will include delivery of a range of events throughout the year. Whilst Sir Isaac Newton and Baroness Thatcher very often take centre stage, the district also boasts a fine mix of other fascinating, notable historical figures with their own unique stories to tell, offering intriguing tales of the past and long-lasting legacies. These episodes are often the catalyst for arts related projects and events.</li> <li>• Some of the district's traditional programmes have been postponed due to Covid-19 restrictions. This has delayed establishing a representative baseline at this time. However, this pause in 'business as usual' delivery will allow further consideration into what a new programme might look like when activities can resume without capacity limitations and other social-distancing measures in place.</li> <li>• Work delivered throughout 2021-22 cannot easily be compared to pre-Covid-19 levels of engagement. However, not all years will be equal, and it may be necessary to look at average numbers of attendees vs the number of events or apply weighting measures to account for fluctuations year-on-year.</li> <li>• Placing greater emphasis on partnership working and exploring themes and project opportunities with communities and stakeholders at the start of projects will establish increased community 'buy-in' and create a more varied array of events and activities in support of the wider corporate action.</li> </ul>				
<b>Priority</b>	Healthy and Strong Communities	<b>No.</b>	6	<b>Status</b>
<b>Action :</b>	Adopt a new Cultural Strategy for the District, including the local Arts, Events and Festivals programme.			
<b>Responsible Post</b>	Director of Growth and Culture	<b>What does Success Look Like:</b>		

Adoption of a new culture strategy that enhances quality of life, health and wellbeing and brings communities together				
Measure	Target 2020/21	Achieved	DoT	Status
Adoption of the culture strategy	Strategy & Priorities Adopted KPIs and actions to be agreed as part of implementation plan.	Y	-	
Number of residents engaged through the new programme of activities	Establish baseline targets for number of events and attendees within action planning process.	Y	-	
<p><b>Commentary :</b> Adopting the Cultural Strategy was approved by cabinet on 08 September 2020, however it will need to be reviewed regularly to ensure it is reflective of the prevailing challenges and needs of the district.</p> <ul style="list-style-type: none"> <li>• The Culture and Visitor Economy Overview and Scrutiny Committee has received regular updates on the impact of Covid-19, the implications for the creative sector over the pandemic and efforts by SKDC to continue supporting artists and engaging with audiences.</li> <li>• A regular digital programme has provided engagement across a range of disciplines including virtual workshops and performances.</li> <li>• The SK Creative Artists' Network has been created with meetings held approximately every eight weeks.</li> <li>• An Arts Service Review was also commissioned in December 2020 and will report recommendations for future delivery of the service.</li> <li>• The Service Plan prioritises the delivery of a range of actions to support the rollout of the Cultural Strategy - promoting networking, partnerships and accessibility.</li> <li>• The Service Plan for Arts and Cultural Services has reviewed and refined a series of Strategic and Operational KPI's in support of a focused response to the creation of a targeted implementation plan for 2021-22. The ongoing impact of Covid-19 will continue to affect the short/mid-term recovery of the service.</li> <li>• Longer term planning will be subject to further uncertainties. These will, in turn, dictate achievable levels of customer confidence that will create the environment necessary for the return to a full programme of activity.</li> <li>• Many events will still require reduced levels of engagement due to social distancing measures and other restrictions imposed on the sector throughout the financial year.</li> </ul>				
<b>Priority</b>	Healthy and Strong Communities	<b>No.</b>	7	<b>Status</b>
<b>Action :</b>	Develop and adopt a Sport and Physical Activity Strategy.			
<b>Responsible Post</b>	Director of Growth and Culture	<b>What does Success Look Like:</b>		
Adopting and achieving the outcomes of a Sports and Physical Activity Strategy for the district				
Measure	Target 2020/21	Achieved	DoT	Status

Adoption of the Sport & Physical Activity strategy, implementation of actions and achievement of outcomes	Strategy adopted and action plan developed with partner organisations. Priorities encompassed within service provision	N	-	
Results of active people survey (Adults)	59.90%	58.83%	-	
Results of active lives survey (Children and Young People)	26.70%	48.93%	-	
Annual Customer Satisfaction Survey (new measure to be developed as part of Strategy)	Develop measure, baseline and methodology for reporting as part of Strategy	N	-	
<b>Commentary :</b> Work has commenced to develop a draft strategy, however completion of this was delayed due to resource pressures related to the setup of LeisureSK. A separate report detailing the scope of the strategy is being presented to this meeting of Culture and Visitor Economy OSC (June 2021) to gain feedback on the outcomes and themes to be developed. Completion of the strategy is now anticipated by August 2021. An annual survey takes place across all the leisure facilities. Plans to introduce a non-user survey are being explored to complement the development of the Sport and Physical Activity Strategy.				
<b>Priority</b>	Healthy and Strong Communities	<b>No.</b>	11	<b>Status</b>
<b>Action :</b>	Improve and invest in the local arts & cultural venues across the District.			
<b>Responsible Post</b>	Director of Growth and Culture	<b>What does Success Look Like:</b>		
Fit for purpose facilities at Stamford Arts Centre, Grantham Guildhall and Bourne Exchange as well as other Council-supported arts and cultural assets across the district				
<b>Measure</b>	<b>Target 2020/21</b>	<b>Achieved</b>	<b>DoT</b>	<b>Status</b>
Value of capital works carried out	With Property, establish baseline targets for number of capital projects and overall investment as part of 5-year plan.	-	-	
Maintaining properties to required standards	With Property, establish baseline targets for number of capital projects and overall investment as part of 5-year plan.	-	-	
<b>Commentary :</b> Development of the programme has been delayed by staff turnover within the Assets Management team, and the subsequent reprioritisation of work to be undertaken. A full five-year programme of capital works is now in development. The first stages of which will commence in April 2021 with planned works to improve toilet facilities at Stamford Art Centre, and improvement of toilet facilities and installation of additional air conditioning units at Grantham Arts Centre.				
Recommend that this item is included on the forward plan of the overview and scrutiny committee				