

Healthy & Strong Communities

Priority Number	Action	Responsible Scrutiny Committee	Priority Status	Action Status
1	Invest in sustainable, high quality leisure facilities across the district.	Finance & Economic	Reported Q4 2022-23	Below Target
2	Embed the work of the SK Community Hub to support volunteering and the Voluntary & Community Sector.	Rural & Communities	Reported Q4 2022-23	On Target
3	Work with partners from all sectors to tackle health, employment, and other inequalities in areas of highest need.		No Longer Reported	Not Reported
4	Continue to work in partnership with the police and the community in tackling crime, investing in the CCTV service	Rural & Communities	Reported Q4 2022-23	Below Target
5	Celebrate and enhance the rich history of the District.		Replaced with 13	Not Reported
6	Adopt a new Cultural Strategy for the District, including the local Arts, Events and Festivals programme.		Replaced with 13	Not Reported
7	Develop and adopt a Sport and Physical Activity Strategy.		Replaced with 14	Not Reported
8	Meet the Mental Health Challenge	Rural & Communities	Reported Q4 2022-23	On Target
9	Make best use of different funding sources to support the voluntary and cultural sector within the District.	Rural & Communities	Reported Q4 2022-23	On Target
10	Protect our most vulnerable residents with robust safeguarding processes.	Rural & Communities	Reported Q4 2022-23	Significantly Below Target
11	Improve and invest in the local arts & cultural venues across the District.	Culture & Leisure	Reported Q4 2022-23	On Target
12	Promote and make progress against the Council's Equality Objectives	Rural & Communities	Reported Q4 2022-23	On Target
13	Review Arts services within the district with ambition to provide improved, efficient and accessible arts within the district.	Culture & Leisure	Reported Q4 2022-23	On Target
14	Develop and adopt a Sport and Physical Activity Strategy.	Culture & Leisure	Reported Q4 2022-23	On Target

Priority



Healthy And Strong Communities 11

Measured

Biannually

Responsible Director

Growth & Culture

On Target

Current Status

Responsible Cabinet Member

Culture & Visitor Economy

Action

Improve and invest in the local arts & cultural venues across the District.

Measure



1. Value of capital works carried out

2. Maintaining properties to required standards

Target

Baseline + 10%

60% of action plan completed.

Achieved

See Commentary

See Commentary

Measure History

1. Value of capital works carried out

2. Maintaining properties to required standards

Q4 2021-22



-

Q2 2022-23

-

Q4 2022-23

See Commentary

See Commentary

Commentary



Approved capital improvement works for the arts centre are ongoing. The approved capital works to Stamford Arts Centre roof have commenced. The works are being undertaken by a specialist roofing contractor experienced in Collyweston slates and the work is scheduled to be completed by September 2023. As previously reported further repairs to the Guildhall Arts Centre roof have been included in the budget and are to be undertaken in the current financial year (2023-24).

Priority



Healthy And Strong Communities 13

Measured

Biannually

Responsible Director

Growth & Culture

On Target

Current Status

Responsible Cabinet Member

Culture & Visitor Economy

Action

Review Arts services within the district with ambition to provide improved, efficient and accessible arts within the district.

Measure



	Target	Achieved
1. Staff review and restructure	2021/22	See Commentary
2. Review the programming and opening hours of the three centres in Grantham, Bourne and Stamford	2021/22	See Commentary
3. Identify potential future delivery models	2022/23	See Commentary
4. Develop new Cultural Strategy with clear action plan	2022/23	See Commentary

Measure History



	Q4 2021-22	Q2 2022-23	Q4 2022-23
1. Staff review and restructure	Report to Scrutiny 05/04/2022	-	See Commentary
2. Review the programming and opening hours of the three centres in Grantham, Bourne and Stamford	Report to Scrutiny 05/04/2023	-	See Commentary
3. Identify potential future delivery models	Report to Scrutiny 05/04/2024	-	See Commentary
4. Develop new Cultural Strategy with clear action plan	Report to Scrutiny 05/04/2025	-	See Commentary

Commentary



The staffing restructure is now complete and delivered £300k savings. The role of Arts and Cultural Services Manager has been successfully recruited to via an internal promotion. Opening hours of the arts venues have been reviewed and changes made, the programming at the centres is kept under constant review to ensure the offer is attractive to customers and offers value for money. Some initial work has been undertaken to identify and assess any future potential delivery models for the arts service, this work will be built upon during 2023/24. The development of a refreshed Cultural Strategy for the district was slightly delayed due to extended periods of purdah resulting in a delay to stakeholder consultation events and survey. A draft Strategy is in development ready to be presented to Members early in the new civic year.

Priority



Healthy And Strong Communities 14

Measured

Biannually

Responsible Director

Growth & Culture

On Target

Current Status

Responsible Cabinet Member

Leisure

Action

Develop and adopt a Sport and Physical Activity Strategy.

Measure



Measure	Target	Achieved
1. Embed the sport and physical activity strategy	Ongoing	See Commentary
2. Develop a programme of outreach activities with the Council's leisure provider and other partners	Ongoing	See Commentary
3. Work with local partners to access funding available for projects	Ongoing	See Commentary

Measure History



Measure History	Q2 2022-23	Q4 2022-23
1. Embed the sport and physical activity strategy	New Measure	See Commentary
2. Develop a programme of outreach activities with the Council's leisure provider and other partners	New Measure	See Commentary
3. Work with local partners to access funding available for projects	New Measure	See Commentary

Commentary



The Council's Sport and Physical Activity Strategy was adopted in December 2021. Since that time a significant amount of progress has been made on the action plan, this progress being reported to Culture and Visitor Economy OSC on a six monthly basis. Excellent working relationships have been developed with partners including LeisureSK Ltd, Active Lincolnshire and Lincs Inspire. Officers are working closely with LeisureSK Ltd to identify alternative ways to engage with residents outside of a traditional leisure centre setting. Recent successes have been the expansion of the healthy walks programme and the introduction of a fitness class in Deepings which was funded by Active Lincolnshire.

A Clean & Sustainable Environment

Priority Number	Action	Responsible Scrutiny Committee	Priority Status	Action Status
1	Reduce the Council's carbon footprint by at least 30% by 2030 and endeavour to become net-zero carbon as soon as viable before 2050.		Reported Mid-Year	Not Reported
2	Deliver the 'Big Clean' programme and maintain higher street standards.		No Longer Reported	Not Reported
3	Continue to innovate our approach to waste management to build on our strengths and maximise commercial and other opportunities.	Environment	Reported Q4 2022-23	Below Target
4	Maintain and enhance our green areas across the District, aiming to secure Green Flag status for Queen Elizabeth Park, Dysart Park and other relevant areas.		Reported Mid-Year	Not Reported
5	Work proactively with Environment SK to deliver high quality services and maximise commercial opportunities.	Environment	Reported Q4 2022-23	On Target
6	Work with the Lincolnshire Waste Partnership to reduce waste and further improve recycling.	Environment	Reported Q4 2022-23	Below Target
7	Recognise the changes in environmentally friendly modes of transport and seek to work with others to adapt required infrastructure	Environment	Reported Q4 2022-23	On Target
8	Explore opportunities to build on the success of the food waste pilot and ensure the service is sustainable.		No Longer Reported	Not Reported
9	Build a new, modern depot which is fit for the future.	Environment	Reported Q4 2022-23	Below Target

Delivery of Growth of Our Economy

Priority Number	Action	Responsible Scrutiny Committee	Priority Status	Action Status
1	Delivery of the St Martins Park development scheme in Stamford.	Finance & Economic	Reported Q4 2022-23	On Target
2	Regeneration of Grantham town centre, supported by the Future High Street (FHSF) bid and delivery of the Heritage Action Zone programme (HAZ).	Finance & Economic	Reported Q4 2022-23	Below Target
3	Identify funding & other opportunities to support the development of the town centres of Bourne, The Deepings and Stamford, and apply lessons learnt from the Future High Street Fund & other initiatives.	Finance & Economic	Reported Q4 2022-23	On Target
4	Develop a package of measures to support the recovery of the local economy to safeguard local jobs wherever possible.	Finance & Economic	Reported Q4 2022-23	On Target
5	Review the scope and focus of InvestSK to maximise the support to local businesses and attract inward investment.		Removed as Complete	Not Reported
6	Continue to attract investment and encourage diverse businesses to the District and ensure appropriate land and property is available	Finance & Economic	Reported Q4 2022-23	On Target
7	Work with the education providers to increase opportunities for local learning and apprenticeships in the District.		No Longer Reported	Not Reported
8	In partnership with LCC bring forward housing and employment opportunities linked to the delivery of the Grantham Southern Relief Road.		No Longer Reported	Not Reported
9	Work with partners and attractions, to promote visitor economy and increase visitor spend in the District, including the adoption of a Tourism Strategic Framework.	Culture & Leisure	Reported Q4 2022-23	On Target
10	Support the roll out of improved broadband and other key infrastructure to support local businesses and rural areas.		No Longer Reported	Not Reported
11	Work closely with markets across South Kesteven and seek to maintain their viability.	Culture & Leisure	Reported Q4 2022-23	Below Target

Priority



Delivery of Growth of Our Economy 9

Measured

Quarterly

Responsible Director

Growth & Culture

On Target

Current Status

Responsible Cabinet Member

Culture & Visitor Economy

Action

Work with partners and attractions, to promote visitor economy and increase visitor spend in the District, including the adoption of a Tourism Strategic Framework.

Measure



	Target	Achieved
1. Number of newly engaged visitor economy attractions engaged	40	73
2. Increase in visitor economy spend	£113,344,000	£168,630,000
3. Adoption of Tourism Strategic Framework (Gross Value Added)	Adopted the Tourism Strategic Framework	On Target

Measure History



	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23
1. Number of newly engaged visitor economy attractions engaged	38	55	61	73
2. Increase in visitor economy spend	£168,630,000	£168,630,000	£168,630,000	£168,630,000
3. Adoption of Tourism Strategic Framework (Gross Value Added)	Not Complete	On Target	On Target	Ongoing

Commentary



Activity in the final quarter concentrated on the delivery of a Tourism Networking Event bringing together tourism attractions from across the District to share ideas and best practise and to better work together going forward. Furthermore the team have focused efforts on increasing uptake of the HelloSK App. By the end of Q4 this had 200 businesses and over 1000 residents signed up. The production of the tourism strategy has been delayed slightly in order to identify linkages with the developing opportunities resulting from the UK Shared Prosperity Fund. An update on this will be provided the relevant OSC in June 2023

Priority



Delivery of Growth of Our Economy 11

Measured

Annually

Responsible Director

Growth & Culture

Below Target

Current Status

Responsible Cabinet Member

Culture & Visitor Economy

Action

Work closely with markets across South Kesteven and seek to maintain their viability.

Measure



1. Markets becoming cost neutral to SKDC

Target

20%+ reduction of markets deficit
from baseline: £54,983.96

Achieved

4.87%

Measure History



1. Markets becoming cost neutral to SKDC

Q4 2021-22

47.48%

Q4 2022-23

4.87%

Commentary



- In September 2022, the Culture and Visitor Economy OSC received an update on the current operation of the Council's markets
- The total net operating cost of the markets for the year is £52,308.24. The operating costs of the markets continues to be higher than the level of income being received from the trader activity and it is expected that the markets will continue to operate at a net cost due to the fixed cost element of the expenditure.
- As part of a review of the Council's markets 'offer' the Economic Development Team have the responsibility for reviewing the current market offer and bringing forward a strategy to improve and enhance the current offering
- Early interventions by the Economic Development Team have been the use of increased and targeted social media in support of the national 'Love your Market' campaign in May 2023. The Council's markets offer has also been promoted through the Discover South Kesteven social media channels and traders have been encouraged to 'sign up' the HelloSK app
- The review to date has involved detailed on-site assessments by the team of the markets in Bourne, Stamford and Grantham and the identification of current trends in product offer, stall occupancy levels, visitor numbers and dwell time and impact on the wider town infrastructure
- A report detailing the findings and proposals for delivery of Council run markets going forward, will be submitted to a future meeting of this Committee for review, challenge and scrutiny, prior to wider consultation. The report will identify and highlight the opportunities afforded to the Council through the availability of UK Shared Prosperity Funding under the interventions E1: Improvement to Town Centres and High Streets, and E8: Campaigns to encourage visits and exploring of local area

Housing That Meets The Needs Of All Residents

Priority Number	Action	Responsible Scrutiny Committee	Priority Status	Action Status
1	Work in partnership with the housing market to stimulate housing growth.	Housing	Reported Q4 2022-23	Below Target
2	Work to reduce and prevent homelessness in our District.	Housing	Reported Q4 2022-23	Significantly Below Target
3	Increase the supply of high quality, sustainable Council houses.	Housing	Reported Q4 2022-23	Significantly Below Target
4	Undertake a Planning Review to improve performance and support local sustainable, high quality growth.	Housing	Reported Q4 2022-23	On Target
5	Undertake a Housing Review to provide the highest quality service possible to our tenants	Housing	Reported Q4 2022-23	Below Target
6	Work with housing associations and developers to ensure quality affordable housing is delivered.	Housing	Reported Q4 2022-23	On Target
7	Ensure the ambitions of the adopted Local Plan are met and a review framework is developed to deliver sustainable growth in the District.	Housing	Reported Q4 2022-23	On Target
8	Work with Homes England, the Ministry of Defence and other partners to develop holistic masterplans for the delivery of Grantham's Southern Urban Extension.		No Longer Reported	Not Reported
9	Ensure that major developments in South Kesteven are high quality, with sustainable, good design.	Housing	Reported Q4 2022-23	On Target
10	Prioritise bringing private sector empty properties back in to use.	Housing	Reported Q4 2022-23	On Target

A High Performing Council

Priority Number	Action	Responsible Scrutiny Committee	Priority Status	Action Status
1	Implement the Covid-19 Recovery Plan.		Removed as Complete	Not Reported
2	Deliver a balanced, sustainable financial plan over the medium term.	Finance & Economic	Reported Q4 2022-23	Not Reported
3	Undertake a Constitution review and implement outcomes.		Removed as Complete	Not Reported
4	Implement the findings of the Governance review across the Councils assets (including companies).		Removed as Complete	Not Reported
5	Develop a People Strategy (including a pay review) to support the retention and attraction of high quality staff.	Finance & Economic	Reported Q4 2022-23	On Target
6	Develop and implement commercial and transformation strategies to deliver additional net revenue benefit.		Removed as Complete	Not Reported
7	Undertake a fundamental review of the organisation to meet current and future needs.		Removed as Complete	Not Reported
8	Support the implementation of an IT investment roadmap to align future solutions with the Councils ambitions.		Removed as Complete	Not Reported
9	Embed an agile approach to working by building on the cultural and technological changes.		Removed as Complete	Not Reported
10	Deliver the ambitions of the Customer Experience Strategy.		No Longer Reported	Not Reported
11	Maximise the value of the Councils own spend by using local suppliers wherever practical.	Finance & Economic	Reported Q4 2022-23	Not Reported
12	Undertake an Asset Management Review.		Removed as Complete	Not Reported
13	Ensure that support packages are in place for ensuring the welfare of the districts most vulnerable residents and to enable small businesses to flourish in the district	Finance & Economic	Reported Q4 2022-23	On Target