

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	On 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 1

Measured

Biannually

Responsible Director

Growth & Culture

On Target

Current Status

Responsible Cabinet Member

Leisure

Action

Invest in sustainable, high quality leisure facilities across the district.

Measure

1. Decision on Leisure Programme.

Target

End of 2022/23

Achieved

Ongoing

Measure History

1. Decision on Leisure Programme.

Q4 2021-22

Ongoing

Q2 2022-23

Ongoing

Q4 2022-23

Ongoing

Commentary

The works which have been identified as a result of the condition surveys across Bourne, Stamford and Grantham Leisure Centres (including the Stadium) are being prioritised and carried out. The works have been identified over a 30 year period and have been categorised between A (in good condition) and D (end of life or a health and safety risk). The category D items are all being addressed with works either being carried out or orders being placed. The Leisure and Property Teams are working collaboratively on to identify future works and are looking to commence on category C items.

Although no details are currently available on the £63 million being made available to leisure centres to offset the rising cost of utilities and invest in energy saving initiatives, information has been submitted to Sport England to enable them to plan how the grant scheme will be administered. Early indications are that the grants will be available to Councils and charitable institutions.

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	Below 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 1

Measured

Quarterly

Responsible Director

Growth & Culture

Below Target

Current Status

Responsible Cabinet Member

Economic Development & Growth

Action

Delivery of the St Martins Park development scheme in Stamford.

Measure



Measure	Target	Achieved
1. Outline Planning Consent granted	Q3 2021/22	Complete
2. S106 Agreements in place	Q4 2021/22	Complete
3. Budget Approval for demolition costs approved	Q3 2021/22	Complete
4. Demolition complete	Q2 2022/23	Complete
5. Sale contracts exchanged and completed	End of 2022/23	Ongoing

Measure History



Measure History	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23
1. Outline Planning Consent granted	Complete	Complete	Complete	Complete
2. S106 Agreements in place	Complete	Complete	Complete	Complete
3. Budget Approval for demolition costs approved	Approved	Approved	Approved	Complete
4. Demolition complete	Ongoing	On Target	Complete	Complete
5. Sale contracts exchanged and completed	Ongoing	Ongoing	ongoing	Ongoing

Commentary



The demolition works have been completed on site and handed back to the Council in Dec 22. The extent of the remediation and decontamination works are being agreed with developer parties prior to sales contracts being exchanged. The contract with GF Tomlinson was reviewed by the FEDCS on the 27th September where the client reports and management of the project was discussed. The report showed an overspend on the contract of £192k due to no contingency being included in the £1.303m sum. A subsequent report to Cabinet in October sought approval for the overspend and was considered by Council on the 24th November.

The remediation strategy is being costed and budget for this was also requested at Council on the 24th November. The remediation works ensure that the site is clear of any contamination and a requirement from the developer parties prior to completion of the sales contracts. There is a period over summer where the developer parties are going to be doing detailed surveys and site investigation to be able to obtain quotes for the works required on site. All costs are expected Oct/Nov 23.

Priority



Delivery of Growth of Our Economy 2A

Measured

Quarterly

Responsible Director

Growth & Culture

Below Target

Current Status

Responsible Cabinet Member

Economic Development & Growth

Action

Regeneration of Grantham town centre, supported by the Future High Street (FHSF) bid and delivery of the Heritage Action Zone programme (HAZ).

Measure



Measure	Target	Achieved
1. HAZ: amount of public sector grant spent	372000	£328,367
2. HAZ: amount of private sector investment leveraged	£45,000	£285,997
3. HAZ: number of buildings improved	2 'Key building projects	1 project ongoing (westgate Hall)
4. HAZ: number of buildings improved	5 'Shopfront ' Grant projects	2 Completed, 5 In Progress

Measure History



Measure History	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23
1. HAZ: amount of public sector grant spent	£8,926	£17,852	£10,009	£328,367
2. HAZ: amount of private sector investment leveraged	£0	£0	£0	£285,997
3. HAZ: number of buildings improved	0	0	1 project ongoing (westgate Hall)	1 project ongoing (westgate Hall)
4. HAZ: number of buildings improved	0	0	5 projects in progress	2 Completed, 5 In Progress

Commentary



Delivery of capital projects have progressed well in Q4. Cost inflation for capital works resulted in a slower uptake in shopfront grants than expected, but by the end of January five projects had been agreed, in addition to works to Westgate Hall. These projects have progressed well and have all met the required grant spend targets for the financial year. As a result in increasing costs to deliver projects, the value of private sector investment leveraged across the project has considerably increased. The public sector investment is higher than predicted in the Q3 report, as more projects commenced works on site than anticipated in this quarter.

Priority



Delivery of Growth of Our Economy 2B

Measured

Quarterly

Responsible Director

Growth & Culture

Below Target

Current Status

Responsible Cabinet Member

Economic Development & Growth

Action

Regeneration of Grantham town centre, supported by the Future High Street (FHSF) bid and delivery of the Heritage Action Zone programme (HAZ).

Measure



	Target	Achieved
1. FHSF secured from the Department for Levelling up, Housing & Communities	£1.16m	N/A
2. FHSF: amount of FHSF co-funding secured	£929,000 (2023/24)	£0
3. FHSF: amount of vacant space converted - Upper Floor Conversions	8	0

Measure History



	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23
1. FHSF secured from the Department for Levelling up, Housing & Communities	N/A	N/A	N/A	N/A
2. FHSF: amount of FHSF co-funding secured	£0	£0	£0	£0
3. FHSF: amount of vacant space converted - Upper Floor Conversions	0	0	0	0

Commentary



The next tranche of FHSF will be received in 2023/2024. All of the 22 Upper Floor Grants have been allocated and owners are progressing with Full Applications. 4/6 application properties have been submitted for planning with more scheduled to be submitted for planning in Q1 2023/2024. The private match funding contribution to these grants is estimated by the applicants to be £949,500 which will be realised in 2023/2024.

Priority



Delivery of Growth of Our Economy 3

Measured

Biannually

Responsible Director

Growth & Culture

On Target

Current Status

Responsible Cabinet Member

Economic Development & Growth

Action

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.

Measure



1. Deliver an economic development plan

Target

01/04/2023

Achieved

See Commentary

Measure History



1. Deliver an economic development plan

Q4 2021-22

-

Q2 2022-23

-

Q4 2022-23

See Commentary

Commentary



The first draft of the new South Kesteven Economic Development Strategy has been completed and shared for comment with senior officers and FEDCO Overview and Scrutiny Committee. It had originally been the intention to adopt the strategy from 1st April 2023 however due to the more recent advent of the UK Shared Prosperity Fund and Rural England Prosperity Fund the the new strategy will need to align with the priorities set out in the SPF Investment Plan and go before a local partnership group (LPG) that will be referred to locally as the Local Economic Forum. This will take place in Q1 of 2023/24

Priority



Delivery of Growth of Our Economy 4

Measured

Quarterly

Responsible Director

Growth & Culture

On Target

Current Status

Responsible Cabinet Member

Economic Development & Growth

Action

Develop a package of measures to support the recovery of the local economy to safeguard local jobs wherever possible.

Measure



Measure	Target	Achieved
1. Number of businesses supported	60 businesses receiving direct support	115
2. Safeguard Jobs in South Kesteven through retention of businesses	100 jobs	Achieved
3. Inward investors directly supported to relocate into the district	2	6

Measure History



Measure	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23
1. Number of businesses supported	83	83	115	115
2. Safeguard Jobs in South Kesteven through retention of businesses	Achieved	Achieved	Achieved	Achieved
3. Inward investors directly supported to relocate into the district	5	5	6	6

Commentary



Direct officer engagement in the final quarter slowed as a result of a vacant post within the team. That said however through our ongoing relationship with the Business Lincolnshire Growth Hub we were able to continue referring all South Kesteven businesses to the relevant support service

Priority



Delivery of Growth of Our Economy 6

Measured

Biannually

Responsible Director



Growth & Culture

On Target

Current Status

Responsible Cabinet Member



Economic Development & Growth

Action

Continue to attract investment and encourage diverse businesses to the District and ensure appropriate land and property is available

Measure



1. Local Plan Policy E1: Grantham Southern Gateway (118.9ha)

Target

No Target

Achieved

12.47ha

2. Local Plan Policy E2: Strategic Emp. Sites (40.81ha across 4 sites)

No Target

2.73ha

3. Local Plan Policy E3: Emp. Allocations (20.2ha across 5 sites)

No Target

1ha

Measure History



1. Local Plan Policy E1: Grantham Southern Gateway (118.9ha)

Q4 2021-22

12.47ha

Q2 2022-23

12.47ha

Q4 2022-23

12.47ha

2. Local Plan Policy E2: Strategic Emp. Sites (40.81ha across 4 sites)

2.73ha

2.73ha

2.73ha

3. Local Plan Policy E3: Emp. Allocations (20.2ha across 5 sites)

1ha

1ha

0ha

Commentary



E1 Committed land - 91,713sqm (B1,B2,B8 use) Other employment generating uses = 33,029sqm

E2 Committed land - 27,336.6sqm (B1,B2,B8 use)

E2 Committed land – 0

The Local Plan includes allocated employment sites (Local Plan policies E1-E3) totalling 179.91ha. There is no Local Plan target for annual completion of employment land. The allocated employment sites are to be delivered by the end of the Local Plan period 2035/2036. There continues to be greater joined up working between planning policy (as the primary drivers of the Local Plan) and the economic development team as the main promoters of Place across the District. Meetings have been held between Planning Policy, Economic Development and prospective new inward investors, developers and operators looking to secure land within the new Local Plan in order to create employment opportunities, particularly along the A1 corridor.

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	Below Target
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	Below Target
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

Priority



A High Performing Council 2

Measured

Annually

Responsible Director



Chief Finance Officer

Below Target

Current Status

Responsible Cabinet Member



Finance

Action

Deliver a balanced, sustainable financial plan over the medium term.

Measure



Measure	Target	Achieved
1. Collection Rate (Council Tax)	98.64%	98.48%
2. Collection Rate (Business Rates)	98.32%	97.95%
3. Savings Achieved	£704,000.00	£704,000.00
4. Additional Revenue Generated	£20,000.00	£31,000.00
5. General Fund Balance	£1,986,000.00	£1,962,000.00
6. Outstanding Debt Balance	£86,200,000.00	£86,200,000.00

Measure History



Measure	Q4 2021-22	Q4 2022-23
1. Collection Rate (Council Tax)	98.64%	98.48%
2. Collection Rate (Business Rates)	98.32%	97.95%
3. Savings Achieved	£142,000	£704,000.00
4. Additional Revenue Generated	£0	£31,000.00
5. General Fund Balance	£1,900,000	£1,962,000.00
6. Outstanding Debt Balance	£86,200,000	£86,200,000.00

Commentary



Council Tax is below the target of 98.64% by £150,876, or 0.16%

Overall, the total debit raised was £94,297,293 and total collected was £92,863,974

Business Rate collection is below the target of 98.32% by £151,246, or 0.37%

Overall, the total debit raised was £40,877,236 and total collected was £40,039,253

Priority



A High Performing Council 5

Measured

Quarterly

Responsible Director

Deputy Chief Executive

On Target

Current Status

Responsible Cabinet Member

People & Safer Communities

Action

Develop a People Strategy (including a pay review) to support the retention and attraction of high quality staff.

Measure



1. Number of apprenticeships provided by the Council

Target

Achieved

10

11

Measure History



1. Number of apprenticeships provided by the Council

Q1 2022-23

Q2 2022-23

Q3 2022-23

Q4 2022-23

12

10

9

11

Commentary



2 new apprentices have been recruited starting in Feb 2023 as part of our new Apprentice Scheme which rotates apprentices in different placements to get experience in multiple teams, whilst also completing their Business Administration qualification. One existing colleague has also started an apprenticeship at Grantham College this month.

Apprenticeships will be promoted as part of the appraisal process in April as a cost effective method of upskilling and providing qualifications. Managers will be encouraged to include Apprenticeship options as part of these development conversations. We are also increasing links with local colleges to promote apprenticeships and attend careers events.

Priority



A High Performing Council 11

Measured

Annually

Responsible Director

Chief Finance Officer

Below Target

Current Status

Responsible Cabinet Member

Finance

Action

Maximise the value of the Councils own spend by using local suppliers wherever practical.

Measure



Measure	Target	Achieved
1. % number of contracts awarded to local providers	No Target	Information Not Available
2. % total annual spend awarded to local providers	No Target	23%
3. % number of contracts <£10,000 awarded to local providers	No Target	Information Not Available

Measure History



Measure History	Q4 2021-22	Q4 2022-23
1. % number of contracts awarded to local providers	-	Information Not Available
2. % total annual spend awarded to local providers	55%	23%
3. % number of contracts <£10,000 awarded to local providers	-	Information Not Available

Commentary



Priority



A High Performing Council 13

Measured

Quarterly

Responsible Director



Chief Finance Officer

On Target

Current Status

Responsible Cabinet Member



Finance

Action

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

Measure



Measure	Target	Achieved
1. Discretionary payments awarded	£38,815	£21,205
2. Discretionary Housing Payments awarded	£155,860	£155,859.88
3. Business Rates Retail Relief awarded	No Set Target	£3,772,287
4. Household Support Fund	£429,060	£593,582

Measure History



Measure	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23
1. Discretionary payments awarded	£16,093	£16,209	£22,694	£21,205
2. Discretionary Housing Payments awarded	£31,564	£85,206	£108,980	£155,859.88
3. Business Rates Retail Relief awarded	£3,803,749	£3,714,981	£3,773,920	£3,772,287
4. Household Support Fund	£0	£329,700	£151,548	£593,582

Commentary



Regarding Discretionary Payments 54.63% of the total fund has now been awarded. The £17,610 underspend has been moved to 2023/24. This underspend is as a result of other support available during 2022/23 such as energy and household support schemes.

The full amount of Discretionary Housing Payments has been awarded split between 248 residents.

The Household Support Fund has been administered through a mix of Post Office, Supermarket and Energy vouchers in addition to direct payments.

Business Rates Retail Relief has been awarded to 575 businesses in the district (This applies a 50% reduction to business rates for those eligible)