

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

No Set Target

Achieved

See Commentary

Measure History

1. Decision on Leisure Programme.

Q1 2023-24

See Commentary

Q2 2023-24

See Commentary

Q3 2023-24

Not Reported

Commentary

Work is being undertaken in collaboration with Property colleagues to take forward the works identified in the condition surveys undertaken on the leisure facilities. A significant amount of works have been undertaken and priority has been given to health and safety items and those at end of life. Works have included replacement fire doors, repairs to plant and equipment and boiler upgrades. In addition, following the successful award of funding from the Swimming Pool Support Fund pool covers and additional solar panels are being installed at Grantham Meres Leisure Centre, pool covers have also been installed at Stamford and Bourne which have been funded by the Council's climate reserve. Following a protected bidding process over the course of Q4, the Council was successfully awarded £3,587,500 from the Public Sector Decarbonisation Scheme (PSDS) Phase 3 in May 2024 for decarbonisation works including the installation of air source heat pumps for the Grantham Meres.

Delivery of Growth of Our Economy

| Priority Number | Action | Priority Status | Action Status |
|-----------------|--|---------------------|---------------|
| 1 | Delivery of the St Martins Park development scheme in Stamford. | Reported Q2 2023-24 | 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). | Reported Q2 2023-24 | On 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. | Reported Q2 2023-24 | Below Target |
| 4 | Develop a package of measures to support the recovery of the local economy to safeguard local jobs wherever possible. | Reported Q2 2023-24 | 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 | Reported Q2 2023-24 | 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. | Reported Q2 2023-24 | 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. | 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 | Completed |
| 2. S106 Agreements in place | Q4 2021/22 | Completed |
| 3. Budget Approval for demolition costs approved | Q3 2021/22 | Completed |
| 4. Demolition complete | Q2 2022/23 | Completed |
| 5. Sale contracts exchanged and completed | End of 2022/23 | Q3/Q4 2023 |

Measure History

| Measure | Q1 2023-24 | Q2 2023-24 | Q3 2023-24 |
|--|------------|------------|--------------|
| 1. Outline Planning Consent granted | COMPLETE | Completed | Not Reported |
| 2. S106 Agreements in place | COMPLETE | Completed | Not Reported |
| 3. Budget Approval for demolition costs approved | COMPLETE | Completed | Not Reported |
| 4. Demolition complete | COMPLETE | Completed | Not Reported |
| 5. Sale contracts exchanged and completed | Q3/Q4 2023 | Q3/Q4 2023 | Not Reported |

Commentary



The Council has received the best and final bids from the potential developers in November 2023. An independent options appraisal was undertaken by Cushman & Wakefield. The appraisal recommendations were presented to Finance & Economic OSC on 15 January 2024. A way forward for the site was agreed by an Extraordinary Meeting of Full Council on 8 February 2024. To date (February 2024) the Council has committed £10.5m into the development: £8m for the site acquisition, £1.5m demolition costs, £500,000 master planning costs and £500,000 on premises maintenance.

Priority

Delivery of Growth of Our Economy 2A

Measured

Quarterly

Responsible Director

Growth & Culture

On 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. HAZ: amount of public sector grant spent | 372000 | £27,589 (Q4 spend) £68,133 (2023/24) |
| 2. HAZ: amount of private sector investment leveraged | £45,000 | £86,779 (Q4), £182,542 (2023/24), £306,000 (project life) |
| 3. HAZ: number of buildings improved | 2 'Key building projects | 1 project (Westgate Hall) Completed |
| 4. HAZ: number of buildings improved | 5 'Shopfront ' Grant projects | 3 projects achieved final completion this quarter. Total 5 completed 2023/24. |

| Measure History | Q1 2023-24 | Q2 2023-24 | Q3 2023-24 |
|---|---|---|--------------|
| 1. HAZ: amount of public sector grant spent | £16,422 | £11,428 Q2 spend (£27,850 total spend 23/24 to end of q2) | Not Reported |
| 2. HAZ: amount of private sector investment leveraged | £0 | 43,000 * Pending delivery of two remaining shopfront schemes | Not Reported |
| 3. HAZ: number of buildings improved | 1 project ongoing (westgate Hall) | 1 project ongoing (Westgate Hall) | Not Reported |
| 4. HAZ: number of buildings improved | 3 completed, four ongoing, 2 pending offer acceptance | 2 further shopfronts completed quarter 2 and Final 2 grants awarded | Not Reported |

Commentary

The final year of the High Street Heritage Action zone was reasonably successful, with a number of ongoing projects reaching final completion - including the Westgate Hall regeneration project. Unfortunately, there was an underspend in the grant award, as the result of one of the shopfront projects failing to complete in time for the final claim deadline. This resulted in the final number of shopfronts being regenerated across the four year scheme being 7 rather than the anticipated 9 projects. While the significant increase in capital costs for shopfront projects did limit the number of projects it was possible to progress, it was also the main factor in the scheme achieving a significantly higher private sector investment than originally profiled. Across the four year scheme, the level of private sector investment reached over £306,000 which is more than twice the targeted figure for the scheme. In addition over £370,000 of additional investment into the town centre has been indirectly leveraged by the scheme.

Priority



Delivery of Growth of Our Economy 2B

Measured

Quarterly

Responsible Director

Growth & Culture

On 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. FHSF secured from the Department for Levelling up, Housing & Communities | £1.16m | See Commentary |
| 2. FHSF: amount of FHSF co-funding secured | £929,000 (2023/24) | See Commentary |
| 3. FHSF: amount of vacant space converted - Upper Floor Conversions | 8 | See Commentary |

Measure History



| Measure History | Q1 2023-24 | Q2 2023-24 | Q3 2023-24 |
|---|------------|------------|--------------|
| 1. FHSF secured from the Department for Levelling up, Housing & Communities | £571,523 | £571,523 | Not Reported |
| 2. FHSF: amount of FHSF co-funding secured | £0 | £0 | Not Reported |
| 3. FHSF: amount of vacant space converted - Upper Floor Conversions | 0 | 0 | Not Reported |

Commentary



At the beginning of the year, Lincolnshire County Council completed detailed designs for both the Market Place and Station Approach schemes. The schemes were approved in April 2024. Work commenced in Grantham Market Place on 7 May 2024. Works are anticipated to take 22 weeks. As the project budget has changed significantly from the original bid for funding, this has been subject to both the Department for Levelling Up Housing and Communities (DLUHC's) 'Project Adjustment Request (PAR)' process and their agreement to extend the programme period. The submitted PAR has now been approved by DLUHC, as well as a programme extension request. This has extended the programme spend period by six months from 1 April 2024 to 30 September 2024 and the delivery period by twelve months from 1 April 2024 to 1 April 2025. Work on the Grantham Town team has paused due to significant gaps in staffing levels. A recruitment process for a new Grantham Engagement Manager is currently underway.

Priority



Delivery of Growth of Our Economy 3

Measured

Biannually

Responsible Director

Growth & Culture

Below 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

Q1 2023-24

See Commentary

Q2 2023-24

See Commentary

Q3 2023-24

Not Reported

Commentary



The redrafting of the Economic Development Strategy is underway to align with the new Corporate Plan. Finance and Economic Overview and Scrutiny Committee received a draft in May 2024. As reported previously, the new strategy will align with the current and known future funding opportunities associated with the Levelling Up agenda. The draft strategy has undergone consultation and expected to return to the Committee in the Summer 2024.

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 | 156 |
| 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 2023-24 | Q2 2023-24 | Q3 2023-24 |
|--|------------|------------|--------------|
| 1. Number of businesses supported | 121 | 156 | Not Reported |
| 2. Safeguard Jobs in South Kesteven through retention of businesses | Achieved | Achieved | Not Reported |
| 3. Inward investors directly supported to relocate into the district | 6 | 6 | Not Reported |

Commentary



The Council has appointed a dedicated Business and Skills Officer who forms part of the Economic Development team. There is now increased attendance at local business clubs and business and skills related networking events. The team continues to support and promote new initiatives - particularly those developed by further and higher education and industry specialists. Preparations are underway to champion the Good Student Employer Charter, a collaborative project between the University of Lincoln, Destination Lincolnshire and the Institute of Hospitality.

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



| Measure | Target | Achieved |
|--|-----------|----------|
| 1. Local Plan Policy E1: Grantham Southern Gateway (118.9ha) | No Target | 12.12ha |
| 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 | 0.0ha |

Measure History



| Measure | Q1 2023-24 | Q2 2023-24 | Q3 2023-24 |
|--|---------------------|------------|--------------|
| 1. Local Plan Policy E1: Grantham Southern Gateway (118.9ha) | Reported Biannually | 12.47ha | Not Reported |
| 2. Local Plan Policy E2: Strategic Emp. Sites (40.81ha across 4 sites) | Reported Biannually | 2.73ha | Not Reported |
| 3. Local Plan Policy E3: Emp. Allocations (20.2ha across 5 sites) | Reported Biannually | 0.0ha | Not Reported |

Commentary



E1 Committed land - 88,193sqm (Class E(g), B2, B8) Other employment generating uses = 33,029sqm

E2 Committed land - 27,336.6sqm (E(g),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.

A High Performing Council

| Priority Number | Action | 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. | Reported Q4 2022-23 | On 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. | Reported Q2 2023-24 | 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. | Reported Q4 2022-23 | On 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 | Reported Q2 2023-24 | On Target |

Priority

A High Performing Council 2

Measured

Annually

Responsible Director

Chief Finance Officer

On 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% | 98.37% |
| 2. Collection Rate (Business Rates) | 98.32% | 99.06% |
| 3. Savings Achieved | £704,000.00 | To be confirmed following completion of 23/24 outturn |
| 4. Additional Revenue Generated | £20,000.00 | To be confirmed following completion of 23/24 outturn |
| 5. General Fund Balance | £1,986,000.00 | To be confirmed following completion of 23/24 outturn |
| 6. Outstanding Debt Balance | £86,200,000.00 | To be confirmed following completion of 23/24 outturn |

Measure History

| | 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 0.27%. Business Rate collection is above the target of 98.32% by 0.74%. A balanced budget was set for 2024/25 without recourse to reserves. This was achieved through careful planning, projected reductions in utility and fuel forecasts and elevated investment interest rates. The 2022/23 accounts received an unqualified audit opinion in January 2024. To set a balanced budget for 2027/28 (without reserve use), savings of £1.15m (based on current budget forecasts and government funding assumptions) are required.

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

19

Measure History



1. Number of apprenticeships provided by the Council

Q1 2023-24

Q2 2023-24

Q3 2023-24

9

14

Not Reported

Commentary



Apprenticeships are now embedded as part of the appraisal process as of April as a cost effective method of upskilling and providing qualifications. Managers are encouraged to include Apprenticeship options as part of these development conversations. The Council currently has 19 apprentices. 10 started their apprenticeships in 2023/24. 0 commenced their apprenticeships in Q4 2023/24. Note the annual appraisal process takes place in Q4. Colleagues identified to undertake apprenticeships to upskill by that process will taken forward in 2024/25.

Priority



A High Performing Council 11

Measured

Annually

Responsible Director

Chief Finance Officer

On Target

Current Status

Responsible Cabinet Member

Finance

Action

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

Measure



| | Target | Achieved |
|---|-----------|----------|
| 1. % number of contracts awarded to local providers | No Target | 8.10% |
| 2. % total annual spend awarded to local providers | No Target | 15% |
| 3. % PO spend under 10K with local suppliers | No Target | 8.45% |

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. % PO spend under 10K with local suppliers | - | Information Not Available |

Commentary



The Council approved Contract Procedure Rules state that local suppliers should be invited to bid for works between the value of £10,000 and £49,999. Local supplier is defined as operating from a business address within the boundary of South Kesteven. The outturn analysis shows that 15% of procurement spend is with local suppliers as per the current definition of 'local'.

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 | £47,610 | £35,610 |
| 2. Discretionary Housing Payments awarded | £155,861 | £153,872.58 |
| 3. Business Rates Retail Relief awarded | £3,312,340 | £3,625,161 |
| 4. Household Support Fund | £177,342 | £177,342 |

Measure History



| Measure | Q1 2023-24 | Q2 2023-24 | Q3 2023-24 |
|---|------------|------------|--------------|
| 1. Discretionary payments awarded | £9,545 | £9,825 | Not Reported |
| 2. Discretionary Housing Payments awarded | £35,761 | £66,738 | Not Reported |
| 3. Business Rates Retail Relief awarded | £3,038,021 | £3,312,340 | Not Reported |
| 4. Household Support Fund | £0 | £9,633 | Not Reported |

Commentary



Discretionary Payments: Underspend of £12,000 transferred to Discretionary Housing Payment Fund to top-up rent shortage

Discretionary Housing Payments: Slight underspend of £1958.22

Business Rates Relief Award: This is fully funded via Government, therefore any increase in award from the projected amount will be reimbursed.

Household Support Fund: Support provided in the form of warm packs, food bank, supermarket and energy vouchers. On 6 March 2024, the Government announced that the Household Support Fund would be extended for a further six months from 1 April.