

# Economic Development Strategy 2010-2015

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## Foreword

We believe it is essential that South Holland has a thriving economy, one where local people can find well paid work that suits their personal circumstances. We are aware that we have a traditional agriculturally based economy which is susceptible to many factors beyond our control. We want to help to diversify the local economic base and in so doing make South Holland more sustainable in the long term.

We are facing a number of competing demands on our scarce resources. Following a recent review of the Council's Corporate Plan, Housing has emerged as the Council's highest priority for the immediate future. The traditionally low wages available in the district, combined with the national and local rise in house prices, has given particular emphasis to the need for affordable housing. An on-going challenge of recent years has been the effective support of non-UK migrant workers within the district putting additional strain on limited affordable housing stock.

Diversifying the economy is the Council's second most important priority in its Corporate Plan. We want South Holland to be more than a satellite for Peterborough or Kings Lynn. We want to reduce out-commuting for work and to be able to offer suitable employment choice locally. We can support the economy not only through direct contact and support with businesses and our partners but most importantly, by ensuring we support suitable employment development through our land use planning and other policies. The Economic Development Strategy seeks to achieve that balance.

We hope that in the future local people will find well paid enjoyable work closer to their homes and that those jobs offer the sort of challenges and prospects that will be a credit to the area.

Gary Porter  
Leader  
South Holland District Council

Terry Huggins  
Chief Executive  
South Holland District Council

# 1. Introduction

South Holland District Council (SHDC) does not have a specific “statutory duty” to undertake economic development activities. However, in the Local Government Act 2000 all local councils were given legal powers to allow them to safeguard the “economic, social and environmental well-being” of their areas. In addition the Government’s Local Democracy, Economic Development and Construction Bill (Dec. 2008) seeks a strengthened economic development role and duty for local councils, including Multi-area agreements and statutory sub-regional arrangements. It might be argued that there was little need for this legislation in South Holland, as for many years the Council has been delivering the right environment for business growth through its land use planning functions, the fact that the proportional growth in the number of jobs in South Holland in the 12 years to 2007 was the highest in the area shows the success of this policy. SHDC also has a considerable history of supporting the local economy through initiatives such as town centre partnerships, control of parking provision, supply of small industrial business units and ensuring its commercial areas are environmentally clean. However the high priority given to job security and job creation by residents, together with the current difficult economic conditions, strongly suggests that the district council should continue to provide resources to economic development.

This strategy is written at a time of considerable change, both in the economy itself and also in the way that regional and county structures operate. The abrupt change from an economy in a state of solid growth to one in recession has given rise to uncertainty about the depth and possible length of the downturn and its impact. South Holland has been affected by this downturn, particularly in regard to domestic property construction, car sales and some retailing. Food sales are, fortunately, relatively unchanged and if this continues the district’s general economy will withstand the recession better than many other areas of the country as it is based on food production and processing.

There are also changes in public administrative structures including Local Area Agreements (LAA) and the shifting of responsibility for education from the Learning and Skills Council to Lincolnshire County Council. Lincolnshire Enterprise has merged with the County Council, leading to a new delivery strategy for Lincolnshire. At the time of writing this strategy, SHDC is in active discussions with Boston Borough Council and East Lindsey District Council to explore closer and more efficient ways of working – which in the future, may mean closer alignment of our economic development activities.

South Holland has benefited from considerable private sector investment during the last three years particularly on the Enterprise Park on the edge of Spalding, where office, large industrial and small and medium sized unit development has taken a large proportion of the readily available land. In addition the extension of Springfields Outlet Shopping Centre which included a new 42 bed-roomed hotel was completed in 2008. Interest from businesses wanting to move into the district continued at a high level throughout 2008 and into 2009 in spite of the recession, including proposals for a second gas-fired power station in Spalding. However, despite this, the most important business sectors for the district are still the traditional ones of agriculture, horticulture, food production, retailing and short-break tourism. Certainly the district has an over-reliance on the food industry, primarily under contract to the major retailers; these contracts are notoriously vulnerable to abrupt change hence the concern over the districts lack of diversity. The food sector has traditionally offered lower rates of pay, used little advanced technology and consequently has demanded lower skill levels, although in some sectors, notably

processing and packing, production line machinery is becoming quite complex, providing a requirement for experienced engineers and electricians. Holbeach Campus, part of the University of Lincoln, is a national centre for food production and the completion of Phase 2 has provided an additional 'state-of-the-art' production line facility for training.

The Council has recognised that it needs to continue to do all that it reasonably can to encourage the local economy to diversify and so generate quality jobs for local people. Its Local Plan has provided employment land across the district and its decision to provide an economic development unit has provided a focus within the district that helps support investment and growth. Extrapolating from work that has been carried out over the last 3 years, opportunities for diversification are seen as coming from the new environmental technologies, the Fens Waterway project, the Rural Development Programme for England fund (RDPE), projects around South Holland's shoreline and the development of the new A1073 and the Joint Line railway upgrade.

South Holland's housing market had remained buoyant up to the middle of 2008 and continues to be heavily influenced by Peterborough. The district is a profoundly rural area, where the population is one of the sparsest in the East Midlands, however the growth in jobs in the district, up 70% over the 12 years to 2007, together with the volume of temporary work has given rise to a considerable demand for migrant workers who are mainly sourced from Eastern Europe and who still need to be fully integrated into local communities. The district's schools have good academic achievements but it is lacking in further or higher education provision and consequently loses its more able younger people to centres offering more diverse employment and training opportunities. Over the last three years the council has worked with partners to overcome this disadvantage; The Red Lion Street development, due to start construction in 2009, will provide an FE and vocational training facility run by Boston College, Holbeach Campus is expanding and vocational training in schools has much improved. The district is a popular place for people to retire to and the number of larger detached houses in the local market shows the potential spending power of this age group, however, set against this, the current low return on investment income may lead to retired residents having less disposable income.

SHDC has produced this Economic Development Strategy in the light of its experience over the last three years since the adoption of its first Economic Development Strategy in 2006 and in response to the issues that the district is facing during the current recession. Although the Council wishes to see the local economy diversify from its dependence on food, it is possible that in the current climate the preponderance of food based business will protect the district from the worst of the recession. This strategy provides information about the local economy and, based on this information, the Council has decided to continue to pursue a strategy that it believes will help support local businesses and generate jobs. We acknowledge that economic development cannot be undertaken in isolation and this strategy recognises throughout the importance of partnership working and the alignment of policies with those of other partners. The overall purpose of this strategy is for the Council to support the provision of quality jobs, goods and services, of benefit to its residents. The strategy's Action Plan details how this will be achieved.

An important part of the District Council's strategy will be to continuously monitor the recessions' impact and ensure that South Holland is both sufficiently aware and flexible enough to respond to changing needs.

## 2. About South Holland

South Holland is a sparsely populated rural area, set in the south of Lincolnshire, in the Fenland sub-region of the English east midlands. As well as its role as one of Lincolnshire's districts, it has many economic links across county and regional boundaries into Rutland, Nottinghamshire, Cambridgeshire and Norfolk. In particular there are many direct links with the city of Peterborough to South Holland's immediate south. The eastern boundary of the district is the unspoilt coastline of the Wash.

### Some facts about the district:

- The area consists of 74,238 hectares made up of small rural communities and five towns: Crowland, Holbeach, Long Sutton, Spalding and Sutton Bridge.
- The district population is 83,300 (Mid-2008 population estimates)
- One third of the population live in the administrative centre of Spalding.
- In 2007 the average population density for Lincolnshire was 117 people per square kilometre compared to 282 for the East Midlands region and 392 for England as a whole.
- The district's population is growing rapidly. In the years between 2001 and 2007 the population of the district grew by 7.9% compared with 7.1% for Lincolnshire and 3.9% for England and Wales. It is predicted to grow by a further 14% in the period to 2018<sup>1</sup>.
- The Census 2001 showed an average age of South Holland's population as 42.8 years against an average for England and Wales of 38.7.
- The Mid-2008 population estimates showed 29.6% of South Holland's population are aged 60 or over. The equivalent figures for England and Wales were 21.8%.
- In South Holland 3% of the resident population aged 16-17 years were school pupils or full-time students (Census 2001) compared with 7% of the population of England and Wales.
- In 2008 66% of pupils in Lincolnshire achieved 5 or more GCSEs graded A\* to C compared to an average for England of 58%. A survey in 200 showed that 7.1% of 16 – 64 year olds had no qualifications compared to 10.3% for Lincolnshire and 13.2% for the East Midlands.
- The Census 2001 showed 97% of the resident population being "white British".
- Crime rates are low in South Holland; in 2007/8 there 60 recorded offences per 1000 population compared with 74 per 1000 in Lincolnshire and 93 in the East Midlands.
- The district has had full employment for many years and relies on a significant community of migrant workers (estimated at around 5,000) to support the seasonal agricultural economy of the district. ). Unemployment rates have increased since June 2008 as a

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<sup>1</sup> 2006 based sub national population projections

result of the current economic problems and by April 2009 had reached 3.7% an increase of over 100% in 12 months. This level is still below regional and national levels by 0.4%.

- The Indices of Multiple Deprivation 2007 rank South Holland district at 195 out of 354 English districts, in terms of overall deprivation (1 equals the most deprived).
- The mean gross annual earnings of people living in South Holland are lower than the national figure at £21,397 compared to £26,020 (Annual Survey of Hours and Earnings (ASHE) 2008).
- GVA per head of population in Lincolnshire is 69 compared with the UK as a whole of 100

Sources of data used in this strategy (and potential further reading) are noted in Appendix 1.

### **Political and management structures within South Holland**

South Holland is a district council located in the county of Lincolnshire and within the administrative region of the East Midlands Government Office.

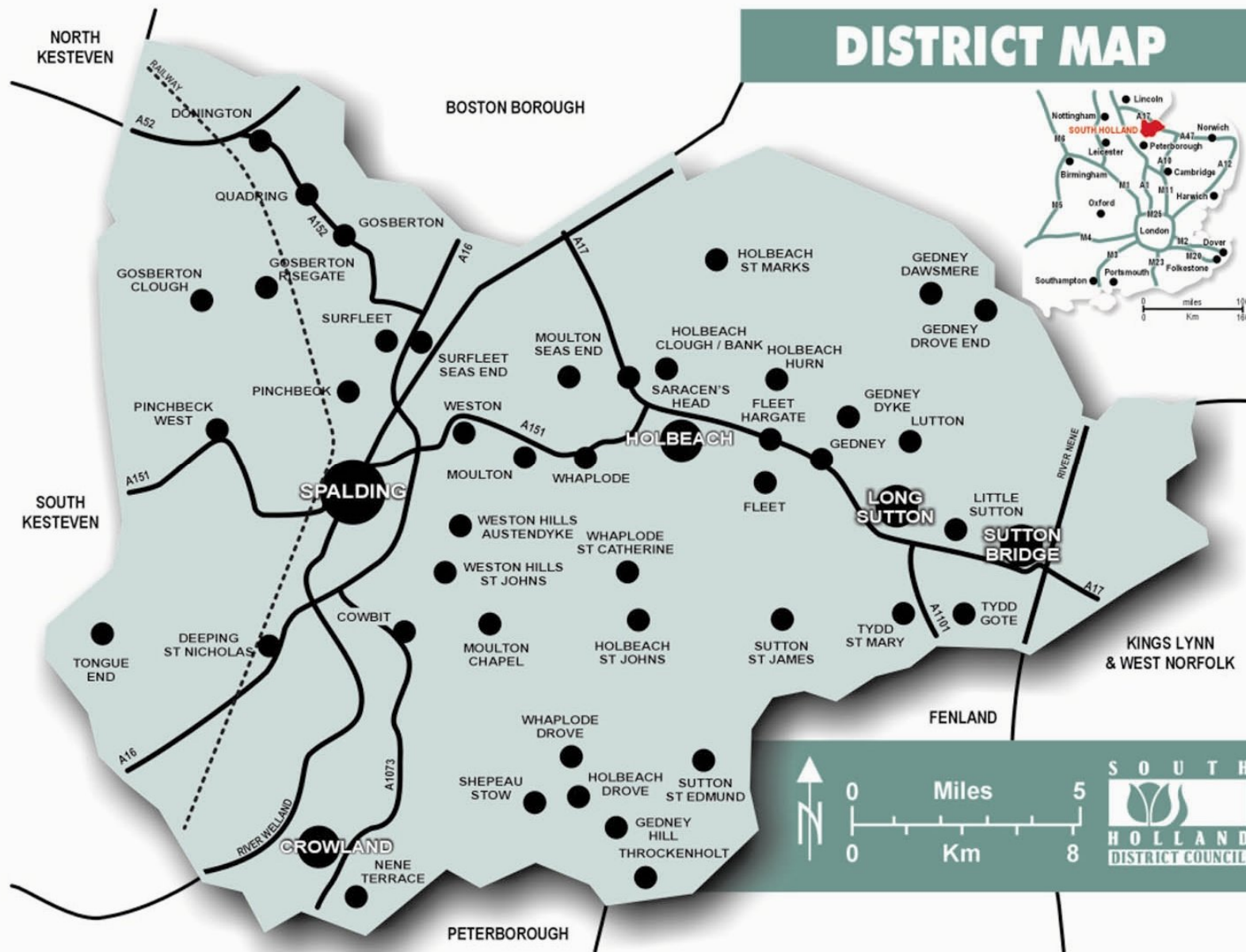
The council has 37 elected Members made up of

- Conservatives 25
- Independent 11
- Others 1

Political direction and policy is driven by a Cabinet with a number of working groups in support. Aspects of the operational requirements of the economic development function are progressed through the Capital programme group, the Risk Management group and the Spalding Town Forum.

South Holland District Council recognises that economic development is a complex, cross-cutting activity. There are close working relationships between the economic development team, the planning service, property services and community development. In addition, wherever possible, the Council works with its external partners to support and grow the local economy.

\*\*\*\* insert district Map \*\*\*



### **3. Vision and Priorities**

**Our Vision:** The Council's Corporate Plan is about achieving the vision: to develop and promote South Holland as a thriving, living and working rural community, a place that people are proud of.

The South Holland District Council Corporate Plan aims to develop and promote its vision through six priority themes.

#### **1. Affordable homes**

We are one of only a handful of local authorities building council properties and we are pleased to be recognised as an authority that is leading in this area.

#### **2. Care of villages and towns**

Providing good quality services which are important for a sense of wellbeing will continue to be a top priority.

#### **3. A secure and diverse economy**

In the current economic climate it is even more important that we work closely with the County Council and other sub-regional partners to protect and improve the employment and economic prospects of residents. .

#### **4. Improving health through cultural and sports opportunities**

In order to achieve our ambition for a healthy community, we will encourage active recreation.

#### **5. Access to services**

Empowered communities are informed communities. We will ensure that people have access to the information and services they need so that they can make informed choices

#### **6. Democratic community leadership**

It is imperative that the Council places leadership at the heart of everything we do and has a strong voice where there are opportunities to influence decisions made outside South Holland that affect the district. We will continue to make sure that our councillors, who are the elected representatives of their communities, provide clear and accountable leadership within those communities and are equipped to do this.

The Economic Development Strategy 2009 – 15 is the primary expression of Priority 3, 'A secure and diverse economy', and within that context, the key priorities for this strategy are to:

- 1. Help create an environment in which new businesses can start and existing businesses can grow**
- 2. Generate a high quality of life so that people will want to both live and work in the district.**

### **3. Work with partners to tackle issues holding back economic growth and minimise the impact of the recession.**

These are our priorities because they are the priorities of the people of South Holland, the businesses already choosing to operate here and our partners. They have been agreed based upon:-

- The need to develop our Economic Development Strategy in a way that is consistent with our corporate objectives and with other policies and strategies including the Regional Economic Strategy, The Lincolnshire Economic Strategy and the Lincolnshire Sustainable Community Strategy, the RAZ Partnership Plan together with our Local Plan and our financial plans.
- Consistency with other service priorities.
- Consultation with local people, businesses and partners during the finalisation of the strategy – the section “working with communities and other stakeholders” provides details of the consultation adopted for this strategy, while Appendix 2 lists those partners who responded directly.
- Collation of a range of research and knowledge about the local economy and South Holland’s economic role within the Fenland sub-region.

#### **How the Economic Development Strategy fits in**

The Economic Development Strategy is informed by and informs other key policies and strategies. The policy framework is a holistic set of documents that provide an integrated Corporate Plan.

United Kingdom national and local economic policies are shaped by international trade. The government through the Department of Business, Enterprise and Regulatory Reform (BERR) looks at how the UK competes in a global marketplace – one in which China and India have grown massively over the last 3 years, even in the current financial situation China’s economy is growing at around 7% p.a. In addition to its role in import and export control and advice and international trade, BERR also provides funding for the national Business Link network, Regional Development Agencies and science and innovation support which impact on the delivery of domestic economic development. The government also intervenes with the operation of the domestic market in terms of payment for employment. The Department for Work and Pensions (and bodies such as the Child Support Agency) works closely with employers and employees through the delivery of personal benefits such as pensions and with support for people who are looking for work through the Jobcentre Plus network. It is the District Council that manages the delivery of the government’s housing and council tax benefits including providing advice and help for those with problems.

The government has delegated the delivery of much of its local economic activity to either its Regional Government Offices or its network of Regional Development Agencies. The East Midlands Development Agency (EMDA) measures its success in terms of the regional economy’s performance against other regions in Europe. A long standing aim of EMDA has been to reach the top 20 in European ranking; it is currently in 28th position. EMDA’s current strategy identifies the following priorities;

- Raising productivity

- Ensuring sustainability
- Achieving equality

Under the government's Business Support Simplification Programme (BSSP) all publicly funded business support must be through Business Link. All initial contact with companies is through Business Link; however follow-up and ongoing assistance, dependant on its content, will then be routed to specific suppliers who may be either specialists within Business Link itself or from a separate provider using the Business Link brand but contracted separately to East Midlands Development Agency. 29% of respondents to the South Holland District Councils Business Survey 2009 identified the lack of available business support as either a minor or major barrier to their success. In order to work effectively the system is dependent on a regular supply of suitable leads being fed into the Business Link gateway. It is in this area where SHDC's Economic Team has an important role to play by signposting local businesses to the initial contact. Partly for this reason, but also because of the relatively quickly changing nature of the various streams of help and advice available, a close relationship has been built up with the local Business Link Advisers. They operate from within SHDC's office and regularly attend the Economic Development team meetings. This has enabled the District Council to make maximum use of the skills and knowledge base of a partner organisation to the benefit of its businesses.

Economic development occurs within a regional as well as a sub-regional context. The priorities of the Regional Economic Strategy and the Lincolnshire Area Agreement both affect the economic development of Lincolnshire. The government's Sub-National Review of economic development and Lincolnshire's Sustainable Community Strategy will impact over the next two years on how economic development is delivered in the county, as part of the required assessment of Lincolnshire joint groups from all the districts and county are considering how best to deal with the issues affecting the economy of Lincolnshire and how to utilise to the best advantage the scarce resources available. This joint approach makes it even more critical that, whilst still identifying and adopting policies to resolve local issues, strategies are fully co-ordinated.

The County Council's priorities are:

- Market town/large village enhancement
- New sector involvement
- Waterways
- Land availability including utilities and infrastructure
- Innovation
- Tourism

### **Local Area Agreements (LAA)**

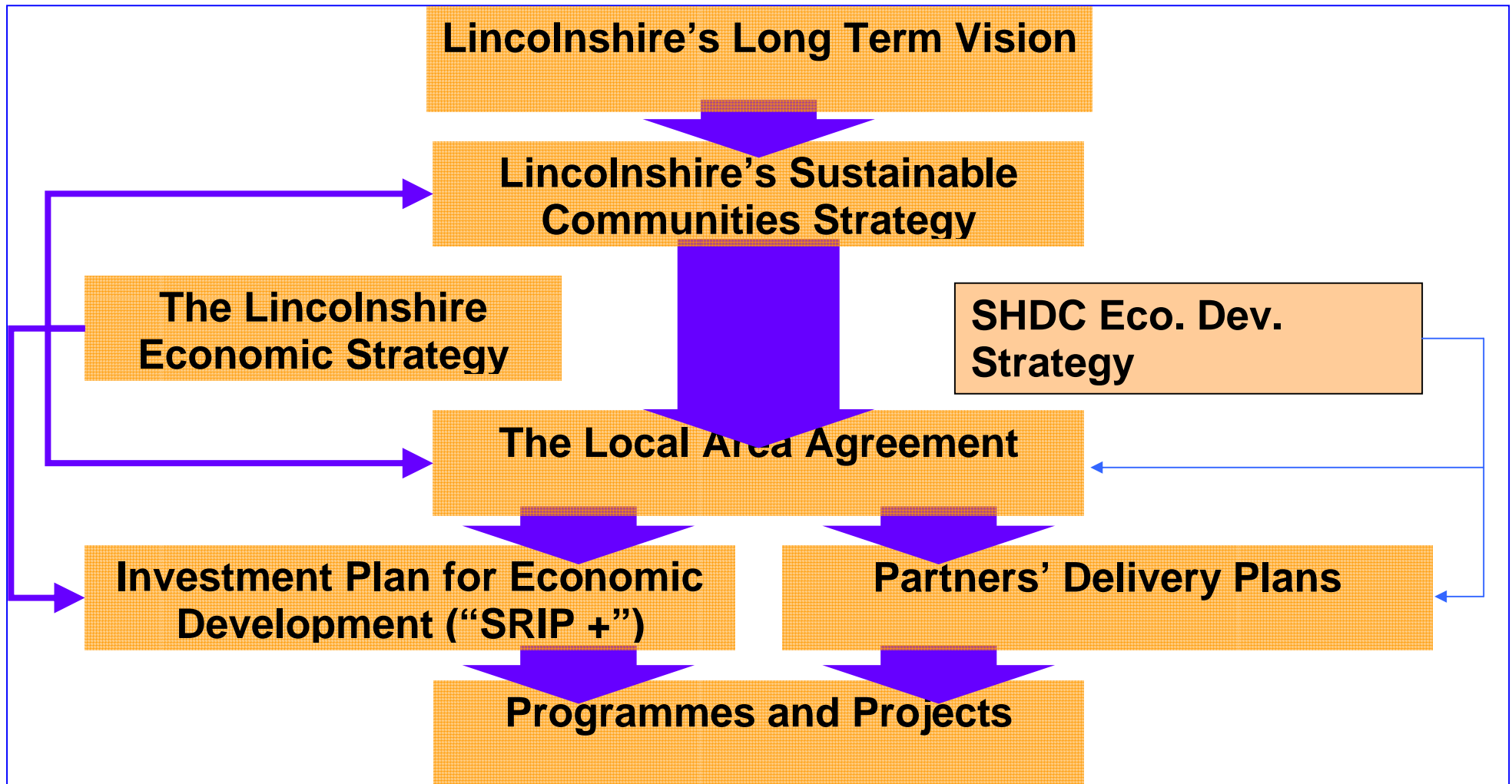
The intention of the LAA process is to provide added value in terms of output by agencies and organisations across Lincolnshire coming together to meet designated targets. These targets range across a number of priorities, one of these being 'Improving Skills and

Conditions for the Economy'. These all have quantified targets to meet up to 2010/11. Each target has a lead partner and responsibility is specifically given. Achieving these targets will benefit South Holland's economy and contribute to priorities within this strategy. The identified indicators are shown in the Section on 'Monitoring' in this strategy.

The Council's Economic Development Strategy takes the national, regional and county economic policies, including the Lincolnshire Economic Strategy, LAA targets, Lincolnshire County Council's Economic Development Strategy, the Investment Plan for Economic Development (SRIP), into account and seeks to align them to the known needs of the South Holland district, in this regard it is important to recognise that the Economic Development Strategy flows from the priorities of the districts Corporate Plan, whilst taking these other plans and policies fully into account. The Strategy outlines the work that the Council itself will undertake to strengthen and diversify the local economy within the context of its partner agencies actions.

**The Diagram below shows the SHDC, LAA, LES and RES economic priorities**

<b>SHDC Economic Development Strategy 2009-15</b>	<b>Local Area Agreement</b>	<b>Lincolnshire Economic Strategy</b>	<b>Regional Economic Strategy</b>
<b>To create a secure and diverse economy</b>	<b>Skills and Economic Conditions</b>	<b>Enterprise and Productivity Labour Market and Skills</b>	<b>Raise Productivity</b>



The diagram above shows how the District's Economic Development Strategy fits into the County's economic delivery plans.

## **Priority 1: Help create an environment in which new businesses can start and existing businesses can grow**

### **Options for involvement**

Nationally 80% of businesses employ 10 or fewer staff. Many do not want to grow beyond the owner's span of control. However, while growth might not always be achieved in terms of new jobs generated, it can be achieved in terms of business efficiency thus often giving rise to increased turnover and profitability. This provides security of employment for existing workers and boosts the economy through increased productivity.

For those businesses that do grow in terms of plant size and/or employment size, then suitable land and premises will be an issue, In the Council's 2009 Business Survey 54% of respondents reported difficulties in finding suitable land or premises and 29% considered that lack of suitable sites would be either a major or minor barrier to them in the future. SHDC would not wish to see these existing business move out of district due to a lack of suitable sites.

There are two routes by which new businesses can come into South Holland, either by local people starting a new business or through the re-location of an existing business from elsewhere. Each type of business has quite different needs.

- A new start-up business generally requires capital, premises, staff and a considerable amount of skill and entrepreneurial acumen. Many businesses start as sole traders or partnerships and take a number of years to fully establish within their markets.
- Re-locating businesses tend to be those already well established that have outgrown their current premises or want to locate closer to a key business partner – such as a local customer base, or to be nearer to a supplier or transport hub.

### **Planned actions**

- Ensure that there is a range of suitable land and premises available for business start-up, relocation and expansion through the planning process and work with the Local Plan/ Local Development Framework to deliver this.
- Where there is market failure, work with partners to develop suitable commercial premises.
- Support partners such as Business Link to provide specialist business advice.
- Encourage the on-going development of commercial services sector and local business to business networking through the establishment of local business forums.
- Assist companies to up-skill their workforce to help them to keep a competitive advantage.
- Support partners such as the County Council and Lincolnshire Enterprise (through Invest Lincolnshire and Tractivity) to provide specialist support to potential inward locating businesses.
- Work with partners to create opportunities around rail.

- The 'Business to Business' sector
- Work with environmental technologies.
- Develop the Red Lion Street project including Boston College's FE facility
- Work with Partners to establish the "Fens Waterways Link" and create a marina at Spalding.
- Support agricultural diversification through the Wash Fens Rural Development Programme
- Pay bills within 14 days to support local suppliers (PE postcodes).

### **What the government wants**

The government wants a healthy and diverse private business base that will be able to compete on global terms; 'To make the UK the most enterprising economy in the world'. This will generate revenues for the government and income for individuals. The government has put many initiatives in place to specifically support small and medium sized enterprises (SMEs) including: a new Small Business Finance Forum, Central Government to pay all bills within 10 days (SHDC is also working towards this target), Business Link will provide free health checks for all businesses, on-demand, Train to Gain will provide skills and business knowledge training for employees of SME's.

The government wants to ensure the UK is competitive in a global market. It actively promotes the UK as a suitable business location to overseas companies through its international diplomatic routes and is active in supporting British export markets through trade delegations. It funds the national Business Links network to expressly encourage and support business start ups.

### **What the east midlands region is seeking**

Relevant to this priority the Regional Economic Strategy has the aims:

- Raising the skill level of the workforce.
- Ensuring that an adequate supply of quality development land is available and that there is a good balance between competing land uses.
- To support businesses across the region
- To encourage businesses to adopt and embrace new technologies.
- To develop a dynamic region founded upon innovative and knowledge focused businesses competing successfully in a global economy.
- Improve transport and logistics by increasing investment, improving accessibility and reducing congestion.
- To improve the quality of regional infrastructure to enable better connectivity within and outside the region.

### **What the Local Government Association (LGA) recommend.**

The LGA in their paper of November 2008, 'From Recession to Recovery, the Local Dimension', identify 4 areas of appropriate policy response for local authorities in the current climate. They are;

- Business development and support
- Training and Skills
- Infrastructure Investment
- Housing, planning and land allocation policies

The Lincolnshire Economic Strategy (LES) recognises that although Lincolnshire has high levels of economic activity and population growth, the economy continues to be characterised as “low wage, low skills”. However it identifies that agriculture and land based activities continue to be a significant sector within the local economy and that with new practices in supply chain management, logistics and technological developments these sectors are moving up the value chain. Tourism also continues to be an important area of economic activity. There is a “skills drain” with skilled people commuting to work beyond the county boundary, particularly in the south of the County. In addition there is a “brain drain” of people 18 – 24 leaving the county for higher education and higher skilled jobs and not returning. Infrastructure across Lincolnshire is poorly developed with slow speed broadband particularly in rural areas, under-developed utilities and a lack of fully serviced business development land. The LES proposes that, in addition to activities to stimulate enterprise and innovation, and to provide suitable employment land, Lincolnshire should be marketed as a place to work and invest, as well as to live, in order to attract and retain external investors.

Lincolnshire County Council is working in partnership with the Regional Development Agency and the district councils to provide Invest Lincolnshire, a specialist inward investment activity arm. This service will provide a bespoke service to potential inward investors with links to a specialist website (Tractivity) containing a database of premises and land available across the county.

### **Responding to local issues**

There are around 2,500 businesses known to be operating in South Holland. Many are linked to traditional sectors of agriculture and are susceptible to changes in local and global markets

The RAZ Partnership Plan (2009 –2012) identifies the following priorities from its consultation with the community:-

- Attracting new businesses to the area, particularly high calibre firms to encourage skill development and raise average incomes.
- Getting young people into education and training.
- Increasing skill levels.

A study undertaken in late 2007 provided evidence identifying the need for modern serviced office accommodation in the district. As a result of this study managed office space for starter and small businesses has been included for development within the Red Lion Street project

It is the district council that has the statutory responsibility for land use planning, and works within guidance and structure managed through the Department for Communities and Local Government. The Council's Local Plan was adopted in 2006 and allocated employment land across the district in order to ensure that employment opportunities are located close to areas of population density. Interest from potential inward investing businesses has remained high, even in the current economic climate making the availability of suitably located and serviced land even more important, however employment growth also needs to be balanced against population growth in the district and the surrounding area of Peterborough.

SHDC is not resourced to deliver its own direct inward investment activity but it will work pro-actively with partners in the region to promote the district as a suitable business location, particularly by the identification of key sites (using Tractivity). It will however seize wholeheartedly any inward investment opportunities that occur. Neither will SHDC employ business advisors directly but will work through partners in the public and private sectors, particularly with Business Link in order to ensure that their services can be accessed by local businesses.

## **Priority 2: Generate a high quality of life so that people will want to both live and work in the district.**

### **Options for involvement**

The local economy provides not only jobs but also services for local people. For example a high quality offer from the retail and catering sectors has a significant impact on people's choices and so adds to their perceived quality of life. The ability to afford to live near to your work place is valued when off-set against a long daily commute. High performance schools can influence housing markets with parents eager to move into the catchment area and then staying for the duration of the children's education. The issue of a quality retail and leisure 'offer' is regularly made by business as being important to them in their efforts to attract high calibre recruits when vacancies occur.

The local council impacts on quality of life issues at many levels, not just through its economic strategy but also through the direct provision of services such as cleansing, parks maintenance, and leisure activities and similar. These are captured in the Council's Cultural Strategy 2007 – 12 and the Street Scene Strategy 2008 -11. Partners such as the Lincolnshire County Council are also integral to this agenda through the provision of education services and social support for those in need. The council has limited resources and it is imperative that it works with people to deliver the maximum impact. Developing and maintaining the retail offer in the towns is an important example of this, effective town centre management is resource intensive and, with the manpower available, the district council can only have an impact by involving partners. Working with the Spalding Town Centre Partnership and the Lincolnshire Chamber of Commerce on the Spalding BID proposal and with retailers and Groundworks on the Holbeach Parish Plan show how this can be done. In addition the council plans, with support from Stamford College, be providing free, targeted retail training and also works with potential retail investors and developers to improve the retail mix across the five towns.

Green spaces are important in creating a better quality of life and there is a perceived shortage of high quality, accessible spaces particularly in Spalding. There may be opportunities around the Fens Waterway Project and the marina in Spalding and the Foreshores Project in Sutton Bridge and Holbeach Marsh to create additional accessible green space and the Council will be aiming to maximise these opportunities.

### **Planned actions**

- Support the active management of town centres, especially Spalding and Holbeach, through the support of Business Improvement Districts and Parish Plans.
- Manage the 'Partnership Scheme in Conservation Areas' grant scheme in partnership with English Heritage to improve town centres
- Work with partners to increase the accessibility and enhancement of vocational and Further Education training facilities and the expansion of Higher Education Centres.

- Assist with the integration of migrant workers into local communities.
- Support tourism through Lincolnshire Tourism and the RDPE fund.

### **What the government wants**

Much of the government's policy work related to this area is grouped under the term "sustainability". A widely-used and accepted international definition of sustainable development is: 'development which meets the needs of the present without compromising the ability of future generations to meet their own needs'. The government has four priorities for this agenda:

- Sustainable Consumption and Production
- Climate Change and Energy
- Natural Resource Protection and Environmental Enhancement
- Sustainable Communities

In 2003 the Office of the Deputy Prime Minister (ODPM) published the "Sustainable Communities" white paper which set the context for the national house building agenda. This strategy provided for considerable growth in the southern region around London and its commuter belt. South Holland is just outside the northern peak of the East of England Region's growth area of Cambridge, Peterborough and Stansted. The Sustainable Communities policy work has directed national planning matters which need to link housing growth to jobs growth. As a result in 2008, the Peterborough Sub-regional Strategic Housing Market Assessment was published. This involved South Holland, South Kesteven, Peterborough and Rutland as core partners and helped to argue our case for higher housing numbers and more affordable housing. Following this, we have now received £25,000 of housing research money (on behalf of the partners) from EMRA for researching the housing implications of employment land in the Peterborough Sub-Region. This will look at the employment land that is coming through, the types of use it is likely to be put to and the likely numbers of jobs. It will then produce scenarios of likely growth and link the likely outcomes to the local housing market, the type of housing available and commuting patterns. The Economic Development Team is consulted to this work.

### **What the east midlands region is seeking**

South Holland's location just outside of Peterborough's growth zone means that whilst it will not get approval for dramatic increases in its housing allocations, it may well experience pressure in other aspects of activity, for example a growth of day trip leisure users from Peterborough.

EMDA's Regional Economic Strategy (2006 – 20) includes the aims;

- Raising the skill level of the workforce.
- The encouragement of neighbourhood renewal by developing the capacity of local groups.

- Assisting disadvantaged areas.
- Addressing the barriers and market failures that prevent people from fully participating in, and benefiting from the region's economic success.

The Lincolnshire Economic Strategy identifies that, for the majority of residents, Lincolnshire offers a good quality of life. However, there are pockets of deprivation where residents are more likely to have low aspirations, lack basic skills and experience health problems. Development actions to address these issues include increasing the quality of local job opportunities, promoting healthy lifestyles, raising awareness of skills development and skills opportunities and promoting participation in community activities. Lincolnshire County Council has identified that the county's market towns are important to the overall economy and should be enhanced wherever possible.

### **Responses to local issues**

The RAZ Partnership Plan 2009 – 2012 indicates that local people have identified the following priorities:-

- Attracting new businesses to the area
- Providing affordable housing
- Getting young people into education and training
- Increasing skill levels
- People from different backgrounds and age groups getting along together.
- Improving transport to leisure facilities, shops and doctors

South Holland has seen considerable population growth which has, until the end of 2007, been matched with both a growth in local employment and out commuting for work to Peterborough. In addition, the traditional food linked sectors have always relied on migrant workers who, over the last five years are increasingly being sourced from countries such as Latvia, Poland and Lithuania rather than from within the UK as in past decades. Employers rely on the flexibility of this migrant labour force and will continue to use them, in South Holland figures show that around 60% of this workforce are settling here and raising families. This has given rise to language and cultural integration issues within communities and SHDC have been at the forefront of projects to identify the issues and provide help in integration. However this inward migration of a generally young, entrepreneurial workforce provides the additional potential for the creation of new start-up businesses, some have already been established including retail and car servicing cleaning and as the new workforce settles this number is expected to grow. A study has been undertaken on the barriers to migrants setting up their own business and several issues identified, particularly a lack of English as a second language, discussions with Holbeach Campus and other training providers to help with this problem are ongoing.

The South Holland labour market is characterised by a higher than average number of low skilled jobs with consequently low wage rates. Local people who want to increase their vocational skills usually have a long distance to travel to access higher or further educational establishments. Many employers are concerned that they will not have the correct skills to assist their businesses to grow in the future. It is the Council's aim to work with appropriate partners to support the local economy to provide a broader range of employment opportunities that include the growth of higher skilled and better quality jobs. An example is the District Council's 'Partnership Scheme in Conservation Areas' funded through S106 Planning, Planning Delivery Grant, the County Council and English Heritage which is having a growing impact in Spalding and is also creating interest in Holbeach

## **Priority 3: Work with partners to tackle issues holding back economic growth and minimise the impact of the recession.**

### **Options for involvement**

It is important that all the organisations that are interested in the well-being of the South Holland economy work together in an appropriate manner and mutually support each other's area of expertise and responsibility. This will enable local businesses and other organisations to access and maximise aid and support, which can seem confusingly diverse. Regional and national plans can have considerable consequences for the local economy especially in times of rapid change and economic instability. The latter part of 2008 saw a global crisis in the financial services sector and the repercussions of this will be wide ranging, this strategy has therefore been prepared with the recession in mind. Whilst the food sector has traditionally been reasonably resilient in a downturn, the structural dominance of the sector to the South Holland economy brings its own difficulties. For example the low value of sterling has considerably reduced the profit margins on imported foodstuffs, leading to the requirement for companies to cut costs to remain profitable, this has led to cutbacks and redundancies.

### **Planned actions**

- Strengthen partnership working with county, regional and national agencies to raise an understanding of South Holland's issues
- Lobby effectively for funding support to deliver additional opportunities within South Holland
- Strengthen partnership working locally in terms of business to business networking.
- Strengthen partnership working with the Peterborough Sub-region.
- Work within the LAA process to maximise the opportunities identified.
- Closely monitor the economic performance of the district (See Section on Monitoring page .....
- Provide through the newsletter, information relating to grants and/or help that is available to business
- Use S106 agreements to create additional apprenticeships and infrastructure improvements.
- Work with partners on benefit take-up campaigns, debt counselling through the Citizens Advice bureaux and redundancy advice and help.
- Support the ongoing development of the Rural Action Zone's (RAZ's) economic theme group.
- Work with partners to provide business based ESOL training for non English speakers

### **What the government wants**

The government controls national transport policy and road building programmes through the Highways Agency. Lincolnshire is identified as having a generally poor road infrastructure. However, set against that, it is a rural area with little or no congestion and has a number of "A" routes running nearby or through it. The A1073 from Spalding to Crowland and Peterborough is in the process of being re-

aligned and improved and will be redesignated the A16. This improved link creates opportunities for South Holland to attract businesses servicing Peterborough.

The government is aware that changes in the European Union's (EU's) Common Agricultural Policy (CAP) can have a significant impact on farmers and producers in the UK and negotiates to this effect within the EU's structures. The Department for the Environment, Food and Rural Affairs (DEFRA) leads on domestic rural issues. DEFRA is concerned with providing "environmental leadership" in terms of supporting energy efficiency and eliminating fuel poverty. They have a priority of "putting sustainable development into practice" by providing guidance on rural housing, streamlining funding provisions and protecting natural resources. This department is also responsible for farming regulation.

The Treasury is working to minimise the recession nationally by utilising interest rate cuts, by bringing forward public infrastructure projects and by 'quantitative easing' which is strengthening the balance sheets of the financial sector by increasing liquidity in the system. In addition the Government's 'worklessness' campaigns aim to get everyone who has been unemployed for 12 months into training or employment through various schemes; 'ESF Jobmates Programme', 'Pathways to Work', Employment and Support 'allowance', 'Lone Parents' fund, Local Employment Partnerships and the Flexible New Deal.

Government Office for the East Midlands (GOEM) states that "it is important that we work together to improve productivity and developing enterprise and communities in the region". GO-EM provides the secretariat to the East Midlands Rural Affairs Forum (EMRAF), which brings together local organisations working in the rural community to influence and implement rural policy in the region. It also leads the Think Farming and Food, the Regional Farming and Food Delivery Plan and participates in the England Rural Development Programme.

#### **What East Midlands Development Agency is seeking:**

- Raising the skill level of the workforce.
- Ensuring that an adequate supply of quality development land is available and that there is a good balance between competing land uses.
- To improve the infrastructure and improve connectivity within and outside the region.
- To support businesses across the region
- To encourage businesses to adopt and embrace new technologies

EMDA has launched the 'Real Help for Business' initiative together with establishing a £5 million loan fund.

#### **Responding to Local Issues**

Lincolnshire County Council is working to identify issues that adversely impact on Lincolnshire's ability to attract inward investment and create the environment where existing businesses can expand. Work on the current shortage of land availability, lack of utility infrastructure, cost of highways access and flood risk are all currently being investigated jointly by county and district representatives. A study to determine the most effective vehicle for marketing the county to inward investors is also underway and projects to improve the tourism offer are also high on their priorities. By working with the County on these issues the specific issues relating to South Holland can be more readily identified and actions taken in partnership to address them.

Lincolnshire County Council is responsible for the local transport strategy and, due for completion in 2010, South Holland's road links with Peterborough will be improved with the new A1073 to the A47 that is currently under construction. South Holland has a good passenger rail link between Spalding and Peterborough and Lincoln and the line is likely to be upgraded by Network Rail as a result of proposals to divert freight from the East Coast Main Line through Spalding, Sleaford and Lincoln. This upgrade presents both opportunities and risks to South Holland and work is continuing to ensure that both are fully understood and that opportunities are grasped and risks minimised. Traffic modelling exercises to determine any issues relating to vehicle and pedestrian movements are already planned.

The County Council obtained ERDF funding for 'Innovation Broadband' a project that has considerably strengthened broadband availability and use across the county and provided subsidised access to businesses for a fixed term. The District Council has worked with the County Council on this issue by signposting businesses to the Broadband Team and by highlighting the grants and subsidies that have been available. The funding for this project has now ceased but work is continuing to access additional funds through EMDA to allow accurate mapping of the availability to be made and future strengthening to occur, this project needs to be considered alongside the government's avowed intention to make available a minimum of 2 megabytes to each home.

South Holland is a man-made landscape that requires constant maintenance. Thus much of the area is at risk of flooding from a rise in sea levels. The decisions made by a wide range of national agencies could have significant impacts on local conditions. These types of issues are too complex for SHDC to have impact on alone. It needs to work with partners, to achieve results and to make sure that its concerns and the voice of its people are heard.

The Environment Agency is an important partner as it regulates many of the issues relating to drainage and flood risk in partnership with local Internal Drainage Boards. In addition they are the lead partner in the Fens Waterway Project which, once complete, could have a major impact on visitor and tourist numbers in South Holland, particularly in Spalding and Crowland. Studies on the feasibility and economic impact of the link from Boston to Crowland via Spalding are currently taking place.

In addition SHDC has limited resources. One way that it can directly influence the development of its local economy is to match-fund other agencies to both draw them in and so add value to the limited resources that it does have. SHDC currently hosts a range of partner's staff within its own office accommodation in Spalding, 'Hot Desks' for both the local Business Link advisers and the team running the £2 million RDPE fund are also provided and these partners regularly attend Economic Development Team meetings. This

has many advantages both by adding to SHDC's own understanding of local issues and by offering support and structure to staff working remotely from their own employers. SHDC will continue to offer this resource to its partners in the future and will seek to act as a "hub" for local delivery of partners' advice and services. This joint approach also assists the Council to achieve one of the priorities under its Corporate Plan of "**Listening**" and thereby "Improving access to and delivery of customer services". Additionally work and studies undertaken and facilitated by the district council have been major contributors to the business ESOL training currently provided by Holbeach Campus. This work is to help remove a major barrier to the non-English speaking residents of South Holland setting up their own businesses. With the number of such residents estimated at around 5,000 a major economic opportunity is lost if the entrepreneurial skills, education and training of such a large number of people is not maximised.

The RAZ Partnership generally and the Economic Sub-group specifically is an important forum for bringing together all public services relevant to South Holland to ensure coordination of their respective efforts and to provide opportunities to create 'additionality' within their delivery plans. For example close links have been forged between the District Council and Job Centre Plus in ensuring that non-commercially sensitive information is shared to ensure that both agencies can work together to help minimise the impact of any redundancies and that the opportunities surrounding any additional jobs are maximised

This strategy is focussed on job generation both through strengthening and diversifying the existing business base of the district and by working with other agencies as this is not something the council can do on its own, but rather it needs to help harness the strengths of local partners to ensure that the district provides the economic climate and business infrastructure necessary to ensure that businesses can start, expand and relocate here as the recession eases.

Working with its major partners, SHDC will aim, insofar as it can, to safeguard existing businesses, create the environment in which new businesses grow and inward investment is welcomed and improve the infrastructure and training capability of the district to ensure that there is well trained and experienced labour pool available for new and growing businesses. The district council will work with Business Link to provide help and assistance for anyone wishing to start their own business.

The consequences of the recession in South Holland are becoming apparent; unemployment has gone up from 732 individuals in January 2008 to 1,749 in May 2009. Reported job vacancies have also fallen; in January, February, March and April 2008 rates were 224, 221, 187 and 210 respectively and in the same 4 months in 2009 were 144, 105, 144 and 170. It is important in these economic conditions that the District Council continues its role in talking and listening to businesses, ensuring that the 'pulse' of the economy is understood locally and that this information is fed back to county and regional partners as well as senior officers and members of the District Council to ensure that the most effective actions are taken, both to try to minimise the impact of the recession and to maximise any opportunities for growth that may arise. In addition the District Council is working with the County Council on the Government's 'Future Jobs Fund' which aims to create 150,000 jobs nationally by providing a paid opportunity for individuals for 6 months. The District Council is actively involved in discussions on how this fund could be best implemented locally.

For businesses, the council operates both discretionary and statutory rate relief schemes; discretionary schemes provide between 10 and 100% relief not only for charities, not-for-profit businesses and sports clubs but also for rural businesses that provide a local service such as village shops and/or post offices, the District Council is pro-active in operating this scheme and ensures that once businesses are registered, forms for registering in the following year are automatically sent out in advance. From the end of July the council will also be operating the Government's Business Rates Deferral Scheme whereby increases in business rates can, under certain circumstances, be deferred.

## 4. The Economy of South Holland

South Holland covers 74,238 hectares and is a sparsely populated rural area set in the south of Lincolnshire. It is part of the man-made drained Fens and as such, whilst it offers beautiful flat open landscapes which extremely fertile soils, a large percentage of the district is subject to flood risk, however flooding is successfully prevented by sea defences, identified washes and the work of the Internal Drainage Boards. South Holland has international economic links, with fresh food and flowers arriving daily from across the world. It exports daily over 1,600 lorry-loads of food products to the major British retail distribution centres from the south of England to Scotland. In addition there are many more local links across county and regional boundaries into Rutland, Nottinghamshire, Cambridgeshire and Norfolk and particularly with the city of Peterborough to its immediate south. The north eastern boundary of the district is the unspoilt coastline of the Wash. Spalding provides the main population, economic and administrative focus of the district, but there are also significant settlements at Crowland, Holbeach, Long Sutton and Sutton Bridge and Donington.

The A16 and A17 are the major road routes through the district, providing access to the East Anglian and Midlands road networks. The A1073, currently being re-aligned and upgraded by the County Council, links Spalding with Peterborough. Port Sutton Bridge, in the extreme east of the district, provides a sea port from the Wash at the entrance to the River Nene and adds to the district's communications infrastructure.

The Indices of Multiple Deprivation (2007) rank South Holland district at 195 out of 354 (2005 the position was 210 out of 354) English districts, thus giving it a marginally above "average" score. However, this masks some difficult local conditions that have the potential to have an adverse impact on the local economy.

### Population

The population of South Holland is 83,300 (Mid-2008 population estimates), one third of whom live in Spalding. The district's population is growing rapidly. In the years between 2001 and 2007 the population of the district grew by 7.9% compared with 7.1% for Lincolnshire and 3.9% for England and Wales. It is predicted to grow by a further 14% in the period to 2018<sup>2</sup>.

The population is sparse; the 2007 population estimates show the average population density was 117 people per square kilometre (up from 107 in 2002) compared to 282 for the East Midlands region and 392 for England as a whole. This is reflected in high levels of car ownership, the Census 2001 which shows that only 16% of households did not own a car compared to 27% in England and Wales as a whole. This also reflects the lack of public transport in the more outlying parts of the district, which can give rise to chronic isolation from services for some vulnerable residents.

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<sup>2</sup> 2007 based sub national population projections

South Holland is also characterised by out-migration of young people and in-migration by older people. The Mid-2007 population estimates showed 3.9% of resident population were children under five and 26% were of retirement age. The equivalent figures for England and Wales overall were 4.7% children and 19% of retirement age.

The Census 2001 showed 97% of the resident population being “white British”. However as the population is sparse and the local economy has experienced considerable periods of full employment, the seasonal demands of agricultural and horticultural businesses have drawn in large numbers of migrant workers. In past decades these used to be sourced from within the UK, but by 2006 there is a significant community of EU migrant workers, estimated at around 5,000, many of whom originated in Latvia, Lithuania and Poland together with a large Portuguese population. The migrant workers’ deployment is often organised through Gang masters. A limited survey of 135 businesses undertaken by South Holland District Council in 2005 concluded that 76% regularly used migrant workers.

## **Housing**

In April 2009 there were a total of 37,923 dwellings in South Holland 88% of which were either owner occupied or privately rented. South Holland operates in a strategic housing market area that includes the city of Peterborough . Within that market is Rutland with the second highest house prices in the East Midlands region and South Kesteven with the highest projected population growth in the East Midlands. South Holland's market operates broadly in tandem with Fenland District and Peterborough. Between the quarters October - December 2005 and October - December 2007 average house prices in South Holland (as recorded by the Land Registry) rose by 10%. By the period October – December 2008 prices had fallen by 17 % (although the market now shows some signs of stabilising).

In South Holland, 521 homes started constructing in 2007/\*08, but only 149 in 2008/09. This rapid drop in house prices and starts is symptomatic of the current economic situation and has had serious implications for house builders, sub-contractors and the associated construction industry. In addition it has proved difficult for first time buyers to access finance for homes even though prices have fallen. The number of affordable houses completed has also fallen, (in 2007/8 completions were 110 in 2008/9 they were 90) because of work ceasing on several developments, creating delays in the council’s plans to increase numbers. South Holland District Council has formed a Local Housing Company and is in the process of building an initial 6 houses to help alleviate this situation and our overall performance in meeting affordable housing need remains strong in challenging market conditions.

The tables below demonstrate the above changes from Land Registry figures:-

October – December 2005 actual property sales in South Holland										
Region/Area	Detached		Semi-Detached		Terraced		Flat/Maisonette		Overall	
	Av Price £	Sales	Av Price £	Sales	Av Price £	Sales	Av Price £	Sales	Av Price £	Sales
<a href="#">SOUTH HOLLAND</a>	182537	264	124657	170	109066	83	101428	7	151038	524

October – December 2006 actual property sales in South Holland										
Region/Area	Detached		Semi-Detached		Terraced		Flat/Maisonette		Overall	
	Av Price £	Sales	Av Price £	Sales	Av Price £	Sales	Av Price £	Sales	Av Price £	Sales
<a href="#">SOUTH HOLLAND</a>	193454	317	134082	190	116716	89	102245	12	161867	608

October – December 2007 actual property sales in South Holland										
Region/Area	Detached		Semi-Detached		Terraced		Flat/Maisonette		Overall	
	Av Price £	Sales	Av Price £	Sales	Av Price £	Sales	Av Price £	Sales	Av Price £	Sales
<a href="#">SOUTH HOLLAND</a>	197989	267	144118	145	131031	84	120915	46	166658	542

October – December 2008 actual property sales in South Holland										
Region/Area	Detached		Semi-Detached		Terraced		Flat/Maisonette		Overall	
	Av Price £	Sales	Av Price £	Sales	Av Price £	Sales	Av Price £	Sales	Av Price £	Sales
<a href="#">SOUTH HOLLAND</a>	165785	100	124699	78	100038	30	95883	18	137310	226

## Qualifications and skills

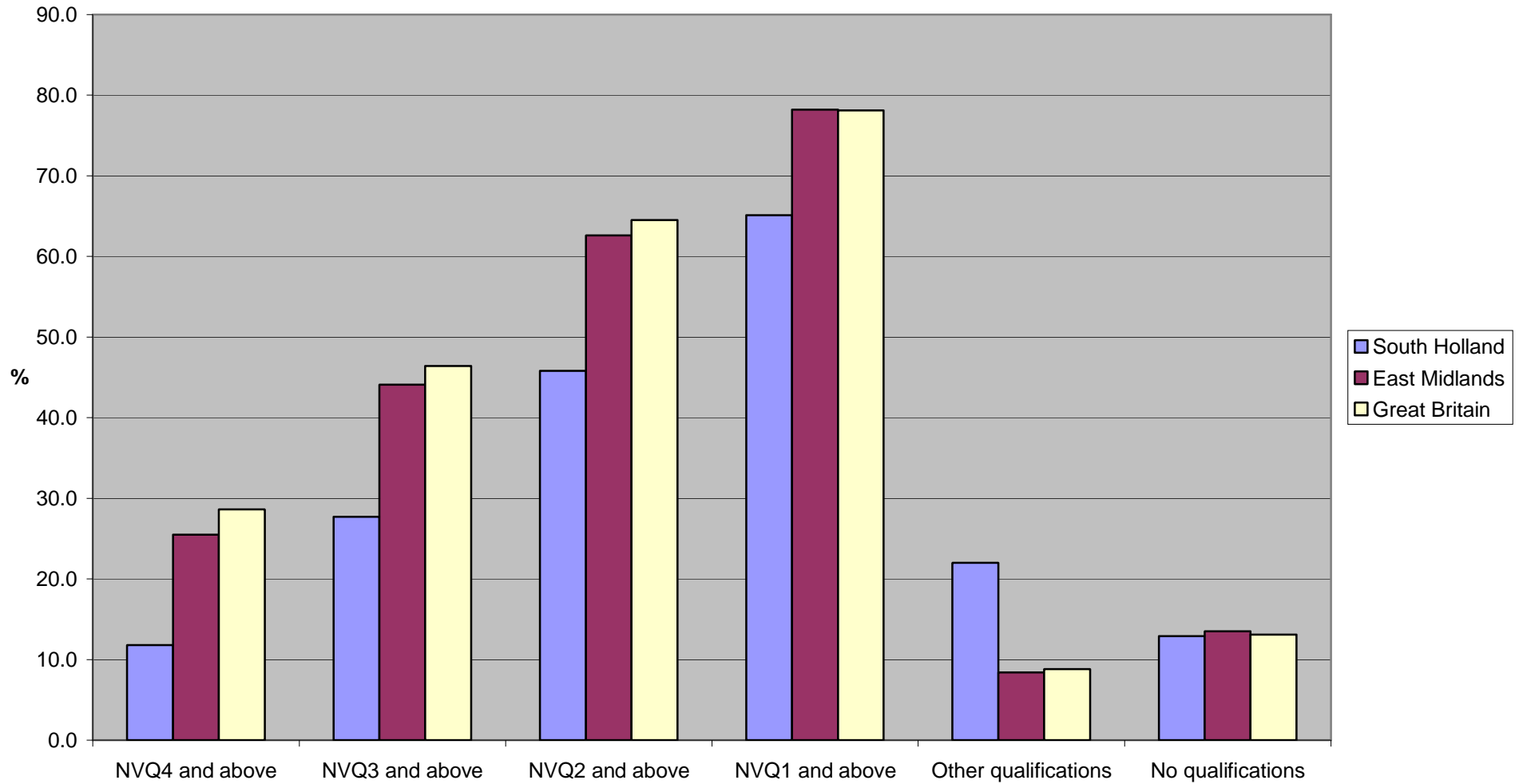
Young people do well at school in South Holland: 67% of pupils achieved 5 or more GCSEs grade A to C against a county average of 66% and a national average of 58%. It is understood that a significant disincentive to young people undertaking training or education is the time taken to commute to training premises. The nearest university to South Holland is over an hour's drive away in Lincoln with limited Higher Education provision through Peterborough College. There is a tendency for more able young people to leave the district to continue to study and not be drawn back due to the lack of higher skilled and higher paid work. Almost 20% of the district's residents who are qualified to NVQ levels 4 and 5 work outside the district. On a positive note the increase in capacity at Holbeach campus and

the widening of their available curriculum together with increased vocational training at local schools at the anticipated development of Boston College's FE facility at Red Lion Street will provide considerable additional capacity.

The 2009 Business Survey asked companies about filling vacancies with suitable staff. Over the last 12 months 85% of businesses had had no difficulty in filling vacancies, only 8% of respondents raised lack of qualifications as an issue with 9% raising lack of experience. 78% of respondents offer training to staff and 53% of these use external trainers in some form. 22% of respondents stated that a lack of local training resources is a barrier to their business improving.

This information suggests that there is not a large latent demand from businesses for staff with additional qualifications and the supply and demand for qualified staff is largely in balance, this view appears to be reinforced by the recent Education and Employment Opportunities Task Group report which stated that they had found that; '.....in discussion with local employers they could recruit the type of young people that they wanted' and that this had also been the case prior to the current recession. Clearly if the Council's aim of increasing the percentage of the population with higher level qualifications working in the district is to be achieved this balance has to be altered and this suggests that one of the priorities within this strategy of diversifying the business base is correct. This will require that if the demand for higher qualified staff increases then colleges will need to be flexible to meet any requirement. There is evidence that this already happens, a recent major investor had a requirement for a large number of skilled butchers and meat processors, Holbeach campus was able to provide the requisite training at relatively short notice and help meet the demand. The requirement for this flexibility also suggests that the council's priority of providing an FE facility within the district is also correct.

Qualifications Jan 2007 - Dec 2007  
% of working age



Figures from NOMIS

The chart above shows that the number of residents of working age without any qualifications is slightly better than the national and regional averages, however it is clear that South Holland is well behind both regional and national rates when comparing the proportion of working age residents with all levels of NVQs. This almost certainly reflects the type of jobs available within the district particularly the much lower than average number of jobs in the professional, administrative and secretarial sectors as shown in the chart below. The much higher figure in South Holland for qualifications labelled 'other' also reflects specific qualifications relating to the food industry.

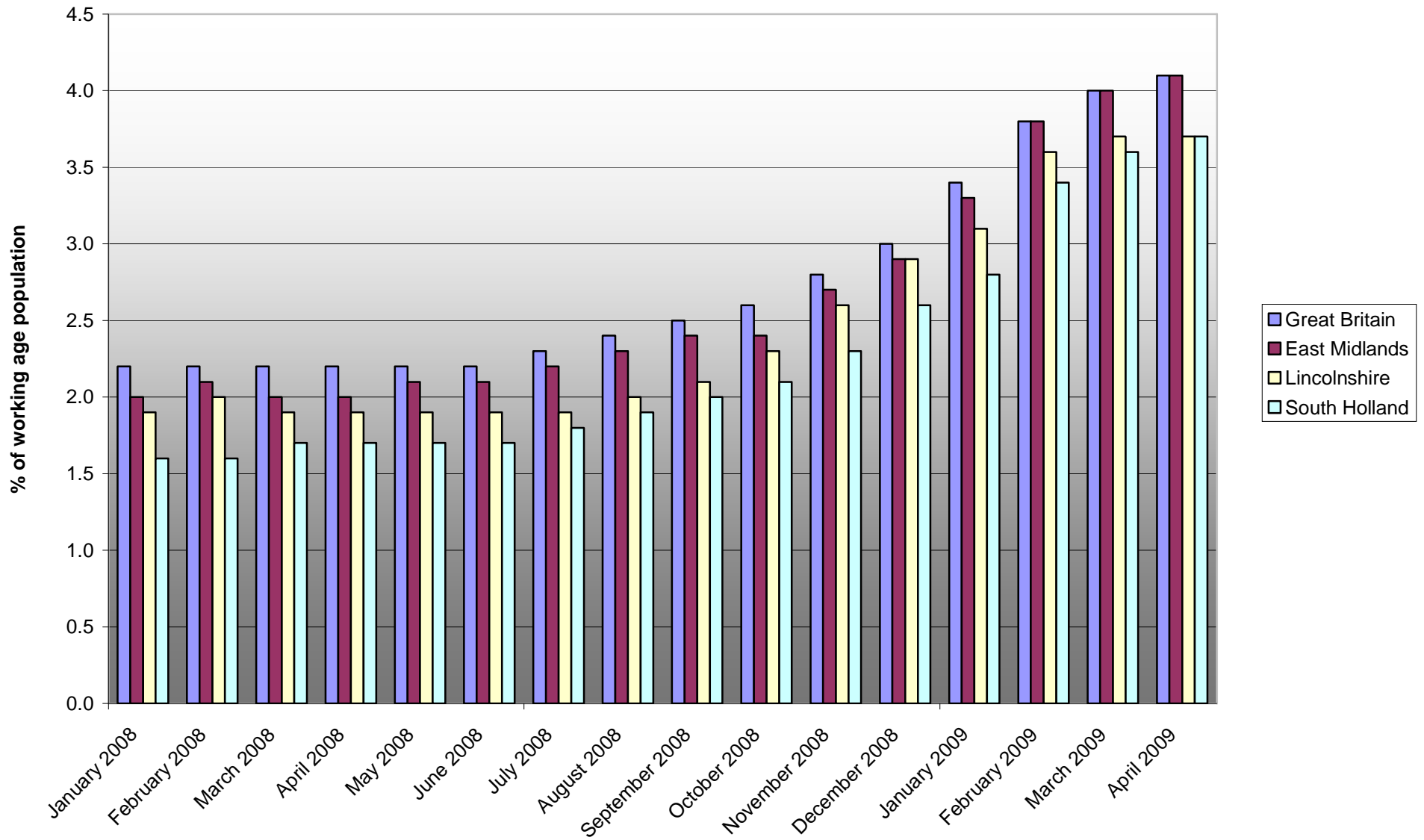
## Employment

People living in South Holland earn a lower gross mean annual wage of £21,397<sup>3</sup> than that of the national figure at £26,020, and less than those living in neighbouring Peterborough (£23,691) or Rutland (£24,617). Unemployment rates have remained very low in the district up until recently when, as a result of the current economic problems, rates started rising, from 811 individuals (1.7%) in June 2008 to 1,749 (3.7%) in May 2009. This level is still below regional and national levels by 0.4%. The Business Survey 2009 showed a relatively high confidence level amongst businesses; 16% are expecting to expand over the next two years, only 34% of businesses had seen a reduction in turnover over the last 12 months with 82% saying that their market share was either stable or growing, 23% either had or were considering redundancies but 29% had taken on extra staff.

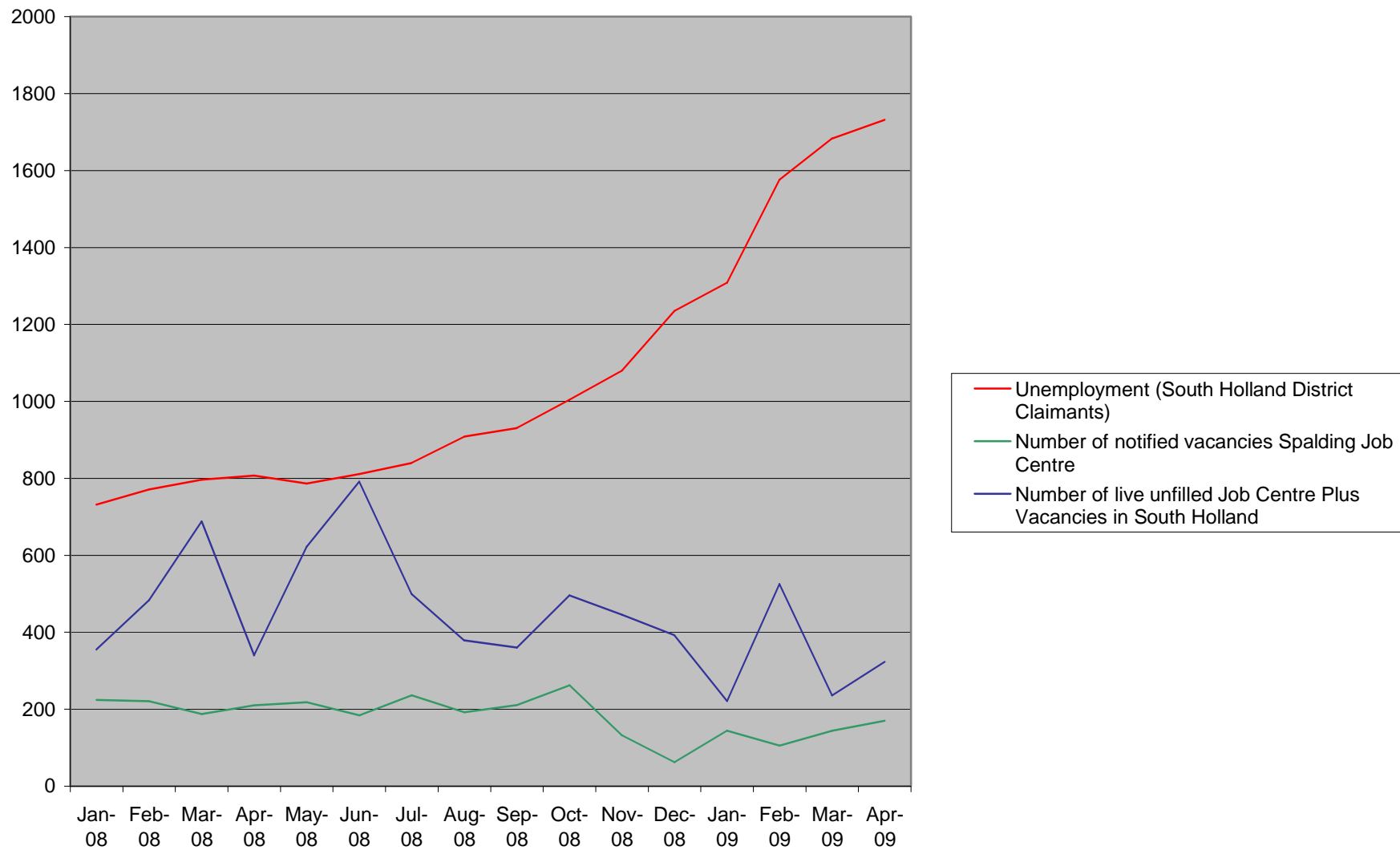
The table below shows unemployment rates in South Holland, compared to Lincolnshire, East Midlands, and Great Britain from January '05 to January '09 and the tables relating to the use of the District Council's Language Line show the considerable increase in usage patterns from December 2008 through January, February and March highlighting the considerable impact that the recession has had on the migrant workforce. The fact that these workers have sought help and benefits also strengthens the view that they are intending to settle in South Holland rather than simply follow work. During the 4 months from December 2008 to March 2009 48% of the calls to the Language Line related to housing and 48% to benefit advice

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<sup>3</sup> Annual Survey of Hours and Earnings (ASHE) 2008



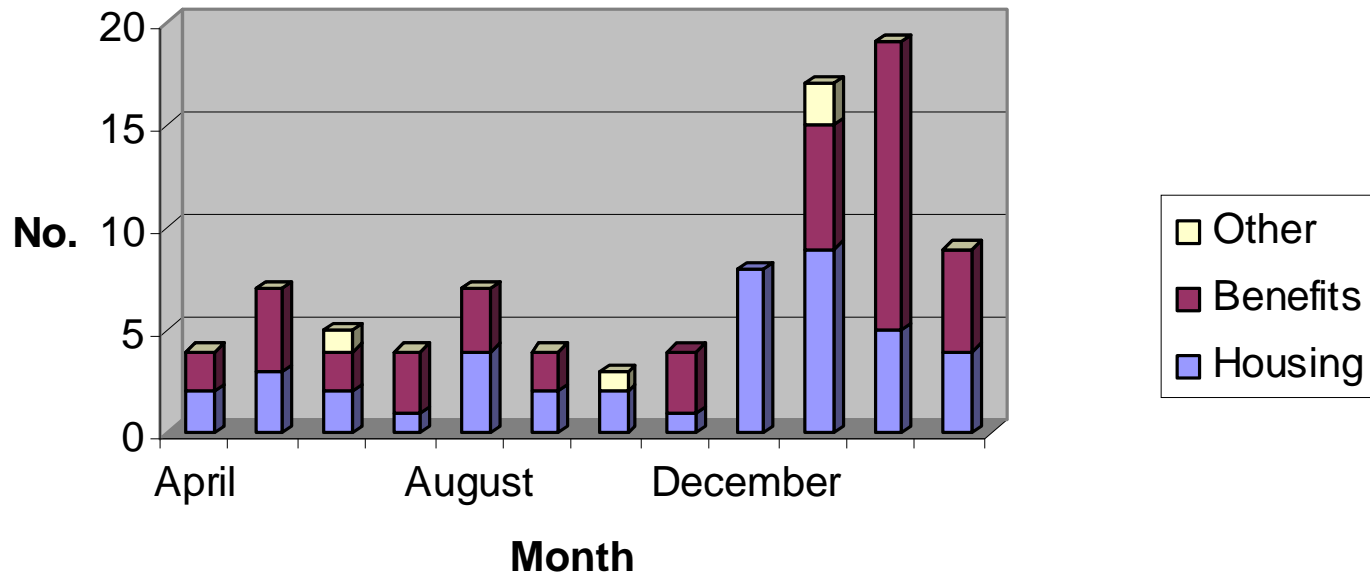
The table above shows unemployment rates in South Holland, compared to Lincolnshire, East Midlands, and Great Britain from January '08 to January '09.  
 Figures from NOMIS



The table above shows the comparison in South Holland for unemployment, notified vacancies and live, unfilled vacancies

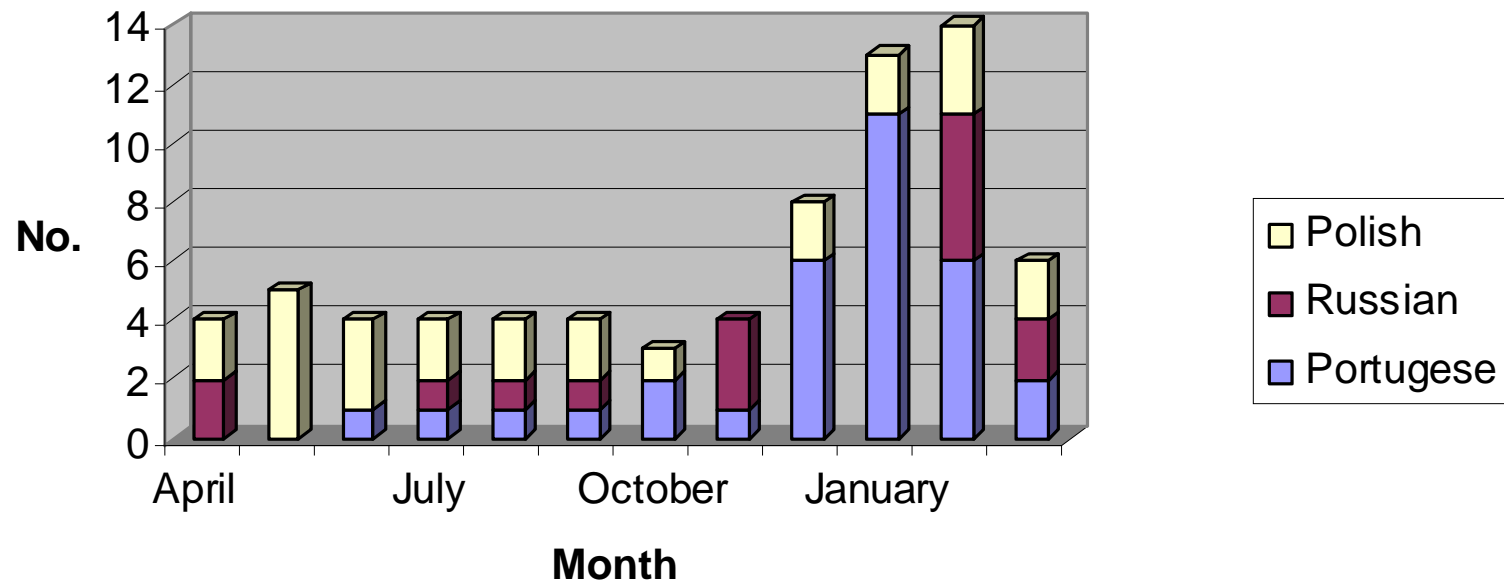
Figures from Dept. for Work and Pensions

## 2008/09 Language Line Use by Service



The above table shows the increase in use of SHDC's Language Line from December 2008 to April 2009

## 2008/09 Language Line Use by Language



The above table shows the 3 main languages asked for by SHDC's customers from December 2008 to April 2009

### Employment by sector in South Holland

The next table shows the number of people working in key sectors and makes comparisons to the regional spread of sectors. South Holland's over-reliance on the agricultural and transport and manufacturing sectors which, in South Holland, are primarily food production is apparent as is the under-representation of the financial, business and public administration, education and health. The over-represented sectors tend to pay less and the under-represented ones more leading to the issue of the average lower salaries received by residents of South Holland. (Note that categories have been amended since 2002)

Employment by industry	2002	% split of employment in South Holland	% split of employment in East Midlands	Employment by industry	2007	% split of employment in South Holland	% split of employment in East Midlands
Agriculture, forestry, and fishing	3,600	10.1%	1.3%	Agriculture and fishing	2,900	7.5%	1.6%
Mining and utilities	9	0.3%	0.8%	Energy and water*	!	!	1.2%
Metals, minerals, and chemicals	600	21.9%	19.5%	Manufacturing	9,200	23.9%	17.2%
Engineering	400						
Other manufacturing	6,800						
Construction	2,800	7.9%	5.0%	Construction	1,600	4.2%	8.3%
Distribution, hotels, and catering	9,500	26.7%	24.6%	Distribution, hotels and restaurants	7,900	20.6%	20.3%
Transport and communications	2,500	7.1%	5.7%	Transport and communications	2,400	6.2%	6.8%
Financial and business services	3,800	10.4%	14.2%	Banking, finance and insurance	4,200	10.8%	12.5%
Other services	5,600	15.4%	28.9%	Public admin, education and health	7,200	18.7%	26.1%
				Other services	2,700	7.1%	5.7%

\* Energy and Water – figures too low to be considered accurate.

Figures from NOMIS

The table below outlines the number of jobs in South Holland at different levels and makes comparisons between the split of jobs at local and regional level:

#### Employment by occupation

Employment by occupation	2002	% split of employment in South Holland	% split of employment in East Midlands	2008	% split of employment in South Holland	% split of employment in East Midlands
Managers and senior officials	6,000	16.7%	14.5%	6,600	16.7%	15.7%
Professional	2,400	6.6%	9.8%	1,300	3.3%	11.3%
Associate professional and technical	3,100	8.7%	12.1%	4,300	11.1%	12.5%
Administrative and secretarial	4,000	11.3%	12.1%	1,900	4.9%	11.0%

Skilled trades	5,100	14.3%	12.6%	5,400	13.7%	11.8%
Personal service	1,600	4.5%	6.8%	4,300	10.9%	8.0%
Sales and customer service	2,800	7.9%	7.4%	2,600	6.6%	7.4%
Process, plant and machine operatives	5,500	15.6%	11.0%	7,600	19.5%	8.9%
Elementary	5,100	14.4%	13.7%	5,100	12.9%	13.2%
	35,600			38,700		

Figures from NOMIS

It can be seen from this that South Holland does appear to offer fewer higher skilled jobs and proportionally more opportunities for lower skilled work. (Some of the changes from 2002 are as a result to changes in the way information is categorised, for example the large change within 'Professional' and 'Personal Services' are the result of this). South Holland has a higher proportion of managers and skilled trades than the East Midlands although the proportion locally has either remained static or reduced somewhat. The number of elementary jobs is now below the average for the East Midlands, however the District lags well behind on professional and administrative jobs although the number of plant and machine operatives has grown considerably. The latter being the result of a greater emphasis being placed on food processing, packaging and logistics rather than the more traditional 'elementary' agricultural work in field or glasshouse.

## Local Economic Trends

An important action point of the previous Economic Development Strategy 2006-9 was to considerably increase the contacts between the Economic Development Team and businesses to ensure that economic trends and issues were fully understood. Since November 2006 the team has met with over 200 businesses individually, have conducted 2 business surveys and have met regularly with the Chamber of Commerce, the Federation of Small Business, local commercial agents and several business forums representing both the tourism and retail sectors. The team now has over 2,500 business addresses within South Holland on its database. This has enabled the Council to react more quickly to changing conditions and to provide more appropriate support for local businesses.

- **Food Production**

This is the most historic and significant sector in the district. Locally the sectors of agriculture, manufacturing and transport/communications provide 52% (approx. 20,000) of the jobs in the district whereas regionally, these three categories provide only 39% of occupations. Although not all of these jobs are in the food sector the high comparative figure shows how dependent the district is on this sector, it encompasses agriculture, horticulture and food processing, packaging and distribution. It gives form to the local countryside and provides the demand for migrant workers due to its seasonality. It has considerable vertical and horizontal integration with other local businesses as well as national and international linkages. This sector is susceptible to changes in food fashion and the buying power of the large multiple supermarkets. For example the low exchange

rate which has made imports more expensive has hit several of our businesses that import fruit, their inability to pass on to the retailers the whole of this additional cost has led to redundancies, additionally the switch by consumers to a more price-conscious style of shopping has also caused shifts in demand leading to reductions to some companies workforce.

In South Holland's favour is the natural fertility of the Fens soils and the 'cluster' of companies that have developed, these include; picking, processing, packing, labelling and logistics which together make South Holland an important national centre of food production and distribution. The importance of this cluster effect should not be under-estimated and the level of inward investment interest during the first 8 months of the recession has actually increased considerably.

Holbeach Campus, part of Lincoln University, has grown considerably over the last three years both with the opening of Phase 2 of the building and in terms of the type and qualification level of the courses offered. It now operates as The National Centre for Food Manufacture and has aspirations to continue its expansion in the longer term.

Over the last 15 years it is this sector that has driven the growth in jobs in the district aided by the increase in the market share of the main food retailers. The success of the large retailers is continuing even in the current climate with growth of between 3 and 5% being recorded. The food cluster across the south of the county is now considerable with staff at Holbeach campus estimating that 20% of the nation's food touches South Holland at some time in its life. This cluster is now acting as an attraction to other companies in the sector because of the advantages of operating in an integrated environment. The recent decision by Woodhead Meat, part of Morrison's Supermarkets to open Western Europe's largest meat processing plant here and on-going discussions with other potential inward investors all show that the advantages to business of operating in a major cluster should not be underestimated and emphasises the opportunities for job growth. However there are risks to cluster dependency as mentioned above, in addition the strict requirement of the retailers and their 'just-in-time' delivery scheduling, particularly when applied to South Holland with relatively poor east-west routes to and from the A1 and M1 does potentially pose a threat. Should legislation and congestion make supplying the main distribution centres effectively from South Holland more costly or difficult then contracts could be switched to other centres. It is for this reason that the logistics sector is an important and integral part of our economy.

- **Logistics**

Logistics is important, both to the health of the economy of South Holland and as an employer in its own right. There are several major operators based in South Holland: Fowler Welch, Gist and Norbert Dentressangle are just three and it is estimated that over 1,600 articulated loads every day leave South Holland for the main distribution centres across the country, in addition loads arrive in South Holland from across Europe particularly the Mediterranean area carrying chilled, fresh produce.

Logistics is critical to the success of all the major food suppliers and the complexity of the operations have grown considerably over recent years. There is a perception that the logistics sector creates low value/low skill employment comparable to supermarket shelf stacking. This perception is outdated and many positions within the sector now require a variety of skills. In

2005 Prologis surveyed 6,000 people across 32 major warehouses developed by the company and obtained the following skills breakdown:

- Skilled workers 36%
- Semi-skilled workers 24%
- Office workers 23%
- Drivers 12%
- Others 5%

In terms of relative wage rates research by Atis in 2007 suggest that weekly earnings for the B8 sector (Wholesale warehousing and distribution) compare favourably with B1c (Light Industry) and B2 (General Industry) uses, the figures are averaged from several national surveys:

B2 £497  
B8 £486  
B1c £444

A range of other studies also suggests that the density of jobs per sq. mtr. available space is up to 40% greater in B8 than for other industrial uses. This sector brings significant benefits to the South Holland economy which needs to be understood and acknowledged.

The upgrading of the Joint Line from Peterborough to Doncaster to take modern freight working does provide an opportunity to consider whether a modal shift to rail for a proportion of the current local production could take place. This has happened successfully in other areas across the country and initial soundings taken as part of the 2009 Spalding Road/Rail Hub study has shown that there is considerable interest in the proposal.

- **Retailing**

There are 5 towns in South Holland plus the large village of Donington, in a geographically large district all providing important shopping and service centres for their residents. However, Spalding provides the main retail location for the district with a strong offer providing a choice of supermarkets, national chains and a range of independents. “Springfields” retail outlet centre is 1.5 miles from the town centre was recently enlarged by the addition of another 10 shops and a 42 bed roomed hotel. Despite the geographical distance between the centre of Spalding and Springfields being too far to encourage cross-shopping, this does not seem to have undermined the traditional role of the town centre. It is also in no small part due to the efforts of the Council which has used the S106 monies from the Springfields development to undertake a variety of events and improvements. For example part of the S106 contribution from the second phase of Springfield development in 2008 has been to match fund a successful bid

to English Heritage for the 'Partnership Scheme in Conservation Areas' grant. This scheme, managed by SHDC's Planning team, provides a fund of £650,000 for improvements to commercial properties in conservation areas.

Retailing patterns are changing partly as a result of increased use of the internet for comparison shopping. By 2015 it is estimated that 11% of total spend will be over the internet with some sectors such as music and video being almost 50%. Locally in the 2009 SHDC Leisure and Culture Survey 85% of adult respondents had access to the internet. Retailing has suffered badly in the current recession with the closure of major chains such as Woolworths impacting locally in both Spalding and Holbeach. Turnover in some sectors is down by 10%. The main food retailers are the exception as their sales generally are up between 3% and 5%, good news for the local economy. Spalding now has its highest level of empty units for 8 years and Holbeach, Crowland and Sutton Bridge have all lost retailers. However Sleaford, which has a similar number of units to Spalding, around 250, had 35 empty units at April 2009, roughly double the number in Spalding suggesting that local retailers are, to some extent, managing to weather the storm.

There are some positive signs, new shops have opened in Holbeach and Spalding and two other units are under offer, it is known that at least three of the independent retailers in Spalding had record years for sales last year and another is considering expanding. In addition reports from Springfields suggest that it is performing better than many of the more nationally known outlet centres with increases in both footfall and turnover.

Of the retailers that replied to the Council's Business Survey 2009, over the last 12 months, 50% had seen a reduction in turnover, 17% had been static and 35% had seen an increase.

The District Council has identified that retailing is an important sector in its own right and also provides additional benefits to the local economy in attracting both visitors and high quality job applicants for our major businesses. The District Council works at both a strategic and micro level to support this sector. Free, targeted retail training is planned for late 2009 and Spalding is currently going through a 'Business Improvement District' process led by the Spalding Town Partnership and the Chamber of Commerce, which, if successful, could have a major impact on the town centre and on the resources available to it. Both Holbeach and Crowland are going through a Parish Planning exercise that will have improved retail offers at their heart. In the medium term the work the District Council is undertaking as part of the Action Plan attached to this strategy in Sutton Bridge, Spalding, Crowland and at Holbeach should all have beneficial impacts both direct and indirect on the health of the town centres. Spalding had a Masterplan completed in 2007 which created a vision for the town and ongoing discussions with retailers and developers on sites including Gore Lane, The Northern Expansion Zone, Holland Market and the bus station are all utilising the concept of the vision. In addition the Red Lion Street development will both directly impact on the retail offer with the construction of new retail space and indirectly by increasing overall footfall to the town. With the resources available to it the District Council could not undertake a more 'hands-on' role and, as in many other towns, closer involvement with specific projects must be partnership led.

- **Tourism**

Historically South Holland's main tourism feature has been the Flower Parade and although in recent years its popularity has declined somewhat it still attracts several of thousands of visitors over the May Bank Holiday weekend, is a recognised 'brand' and helps provide considerable income to churches, charities and some schools across the district. The Parade is still supported, both financially and with some resources by both the District and County Councils.

The vast majority of South Holland's visitors are day visitors with an estimated 1,281 million tourist days a year (69%) with those staying in accommodation overnight numbering 250,000 (14%), with around 315,000 staying with friends or relatives (17%). The overall spend in the district from these visitors is estimated to be close to £61 million, this supports a total of 1,120 full time equivalent jobs\*. To attract a greater percentage of overnight visitors the critical mass of attractions in South Holland would need to be strengthened. The Council made a decision in 2009 to withdraw from direct support of the strategic tourism sector due to budgetary priorities. However there is still a great deal the Council will be doing to indirectly support this sector of the local economy. The Council will maintain a tourist information centre in the South Holland Centre in Spalding and will retain its membership of Lincolnshire Tourism. Visitor brochures for South Holland have been outsourced, but editorial support and distribution advice will be maintained. The Nene has seen a 20% growth in its use by leisure craft in the last five years and the marina at Wisbech is full. The development of the Fens Waterways Link should considerably add to the value of this sector, the Council has been working with the Environment Agency and The County Council to bring forward a Spalding marina and to identify the potential for riverside and water based leisure development. A study to consider these aspects of the Fens Waterway Project started in April 2009 and should be completed by the end of summer 2009.

The District Council is also working with the County Council on a combination of 3 individual projects that, for project management purposes, have been brought together; these include the creation of a visitor centre at the Sir Peter Scott lighthouse and a marina at Sutton Bridge and a wildlife viewing centre at Shep Whites on Holbeach Marsh. In addition the District Council's Red Lion Street Project is intended to provide a visitor attraction based on food.

\* All tourism statistics are from the STEAM Report 2007

## **Power generation**

South Holland has seen the development of two gas powered electricity generation stations, one in Spalding and one at Sutton Bridge, and there are currently plans to expand this provision. During the construction phase these each provided around 600 jobs and the Spalding plant provides 40 full time operational jobs, according to Intergen the Spalding plant puts £1.75 million each year into the economy through local suppliers, local contractors and community work. Assuming planning permission is given for an expansion to the Spalding facility, 20 new full time jobs would be created and the local spend increased by £1.3 million. The two completed developments have also resulted in "windfall" S106 monies being made available to strengthen the local economy, these have been used to attract additional match funding for local projects including the upgrading of Ayscoughfee Hall and the

development of the Red Lion Street facility. Money has been ring-fenced at Sutton Bridge for a Community Centre, a visitor centre at the East Lighthouse, a marina and for projects brought forward by the Parish Council. An application for an additional station at Sutton Bridge was made two years ago but there is currently no further progress on this submission.

Peterborough Renewable Energy Ltd., (PREL) have stated that they intend to submit a planning application for a Bio-mass (power from waste) facility at Wingland in Sutton Bridge. This type of facility is increasingly popular and is seen by the EU and UK government as being an environmentally sound method of reducing landfill and generating electricity. For Sutton Bridge the creation of over 100 jobs once the plant is operational together with the possibility of ancillary employment utilising both waste heat and the electricity generated creates considerable potential. Discussions on the possible uses for the waste heat include desalination plants, heating of glasshouses and utilisation of technology that provides chilling or freezing facilities.

Additionally there is growth in 'on-site' generation of power through anaerobic digesters by some of our larger businesses, currently two are known to be either operating or in the process of building this type of facility but there is considerable interest in utilising organic waste created by food businesses to create electricity, saving not only utility costs but also by reducing landfill and enabling companies to show their 'green credentials'.

The growth of the power generation sector in South Holland creates an additional core industry, based on engineering and IT that creates the demand for additional high tech sub-contractors. It is known that at least two of these companies are currently based in South Holland. The range of potential projects that would have an impact on carbon reduction across the district that are currently under consideration is impressive and they would, together, have a major impact by reducing our carbon footprint and strengthening and diversifying our industrial base. For example: bio-mass generation at Sutton Bridge, anaerobic digesters both on farms and factories, wind power, and the potential of a road/rail hub.

## **Conclusions**

South Holland offers an enviable quality of life to its residents, with relatively low crime rates, low priced housing, low population density and, until very recently, almost full employment. The Districts market towns provide a range of shops and services and its schools have good academic achievements, all of these factors have made it a location of choice both for people who are retired and for migrant workers from across the EU.

The most important business sectors for the district are the integrated food based industry, horticulture, logistics, retailing and power generation with the food cluster being the largest and providing a growing economic base. The 70% increase in the number of jobs over the past 14 years has also led to a fast growing population with a subsequent demand for housing and services; a major gap in the provision being a dedicated Further Education facility. This growth has created issues that the District Council is working, with its partners, to resolve; many of the jobs are relatively low paid which has led to increased demand for affordable homes and in a sparsely populated rural area access to services is more difficult, however demand for those services from the

relatively high number of older people and from a large population of non (or poor) English speaking workers is high. In addition the fast growing nature of the economy has created a shortage of available, allocated employment land. Concentration of the Districts business base, particularly in a low-skill, low pay sector, leaves the economy susceptible to changes in food fashion, buying patterns and retailers contractual arrangements, in addition the relatively low demand from local industry for graduates has contributed to the 'brain-drain' of highly educated young people away to larger centres.

The current recession has affected South Holland with a rapid increase in unemployment levels, a slow-down in residential construction and an increase in empty shops in the town centres, however the majority of local businesses appear to be unaffected with a high confidence factor for the next two years and an expectation that the demand for labour will start to increase again during that period, however it has to be stressed that in the current volatile conditions the situation can change rapidly and it is important that the District Council and its partners maintain a close monitoring of any changes.

Overall the District's economy is still performing well, within the context of the recession, and the main drivers for growth are still strong, the impact of this strategy and its associated Action Plan is intended to reinforce and improve still further the climate for business locally and to specifically target those areas where there are weaknesses and where the private sector is unwilling to become involved.

## 5. Working with Communities and other Stakeholders

### Consultation on economic issues

There are many agencies interested in the strength of the local economy simply because people's ability to earn a reasonable living is central to their ability to achieve many things in their life. While absolute poverty in the UK is prevented due to the accessibility to universal and means tested benefits, people on low incomes are unable to participate fully in society and suffer a range of consequences due to this exclusion. For example health providers see increased levels of ill health in less prosperous communities with an associated lower life expectancy.

The main consultation processes that have underpinned this strategy are:-

The Corporate Plan 2009 – 14

SHDC Business Surveys 2008 and 2009.

Local Development Framework

Citizen's Viewpoint Panel

The Big County, Big Skies, Big Future consultation carried out by the Lincolnshire Assembly for the Sustainable Community Strategy.

A range of stakeholders consulted in the preparation of this strategy and listed in appendix 2.

As part of its role of understanding business issues all 2,500 known local businesses were surveyed in 2009 as part of the consultation for this strategy. The main future barriers to success (excluding competition) identified by the businesses were:

- Local transport infrastructure 39%
- Lack of available staff 38%
- Lack of land/premises 32%
- Lack of business support 29%
- Lack of training provision 22%

16% of the businesses surveyed are planning to expand within the next 2 years.

The consultation has also included presentations to Performance Development Panel, Senior Management Team, Executive Briefing, cabinet and the RAZ Economic Theme Group. In addition there has been public consultation through the press and discussions with a sample of businesses

## 6 Resources

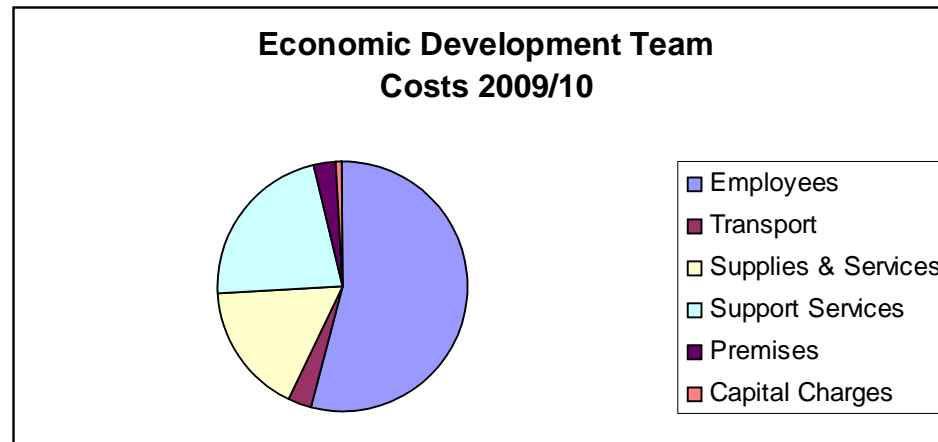
South Holland District Council has a gross expenditure of £48.3 million (2009/10), with planned capital expenditure of £9.1million (2009/10)

In meeting the economic challenges of the district we recognise that our Economic Development Strategy needs to be ambitious. To ensure that the appropriate resources have been allocated a clear financial plan has been approved based on the following principles

- Realistic forward financial planning including future resources that will be available to both the Council and its partners.
- Corporate financial targets are met
- The economic development strategy is informed by corporate aims
- The action plan is supported with evidence of proven need and follows detailed consultation processes
- Wherever possible the maximum use is made of match funding
- Opportunities for service users, residents and other stake holders to influence decision-making
- Continual monitoring of performance and review of priorities.

### Revenue support

In 2009/10 the total revenue budget for the economic development service (including internal re-charges) will be £365,640 divided as shown in the chart below. This sum includes individual budgets for Tourism, Tourist Information centre, Economic Development and Town Centres.



The bulk of the resource available from SHDC is staffing. Thus the Council's main role will be to provide staff expertise and assistance rather than cash grants. SHDC's primary role will be as a facilitator and enabler rather than a direct provider.

The existing structure to deliver the new strategy is:

Economic Development Manager  
 Economic Development Officer (Market Towns) 0.6 FTE  
 Economic Development Officer (Rural Diversification)  
 Economic Development Officer (Capital Projects)  
 Economic Development Assistant

### Capital programme

The following items are included within the Council's 2009/10 capital strategy: -

Project	Amount	Details
Crease Drove Industrial Units	£900,000	In 2008 the Council bought 3 acres of allocated employment land in Crowland utilising 50% grant from Lincolnshire Enterprise. An additional grant of £450,000 from the same source together with the use S106 Planning Gain will fund the construction of 10,000 sq. ft. of industrial units.
Red Lion Street Project	£6.500,000	This project will provide a facility for specialist food retail, restaurant, food production, Further Education and managed office space in the centre of Spalding on a brown-field site
Swan Walk	£60,000	This is a walk way in Spalding that links the Town Centre to the edge of town's major supermarkets. It is reported to have the highest footfall of any street in the town. This money is to be used for re-designing the area to make the walk way more attractive and so strengthen linkages between the town's two retail areas.
Herring Lane	£100,000	Provision of additional car parking (This project will now be run as part of the Red Lion Street project)

In addition the Council has been successful in gaining external funding for a study into the Feasibility of, the need for and the technical and engineering requirements of a Road/Rail hub for the district and have also received 60% of the cost of a study into the potential for and economic impact of leisure developments associated with the Fens Waterway Project including the Spalding marina. In addition work is on-going to bring the 3 'Foreshore' projects to a developmental stage; Sir Peter Scott Lighthouse, Sutton Bridge Marina and Shep Whites Viewing centre, these 3 will, if all proceeds as planned be funded from S106 receipts and external funding.

## **Section 106 for Economic Development**

The last seven years has seen the development of two gas fuelled power stations in South Holland, one at Spalding and one at Sutton Bridge. Both had S106 agreements put in place as part of their development. These agreements placed obligations on the Council to use income raised from these agreements to further develop the economy of the district. Each agreement is in excess of £1M. While there are individual conditions set on both agreements, this has provided an invaluable source of funding that has enabled the council to achieve most of the action points in the Economic Development Strategy 2006 -9. The potential for additional S106 from future major developments will be of high importance to the council over the life of the next strategy ending in 2015.

## 5 year Action plan

### Priority 1:- Help create an environment in which new businesses can start and existing businesses can grow

Actions	No	Projects	Priority	Lead role	Opportunities and risk	Resource implication	Target & Date	Milestones
Ensure that there is a range of suitable land and premises available for business expansion and start-up and where there is market failure; work with partners to develop suitable commercial premises.  Relates to Corporate Plan Priority 3 .2 & 3.4	1.1	<b>Review employment</b> land as part of the LDF process.	H	Head of Planning & Development	Opps: LDF process is a statutory duty. Risk: Delay in LDF may cause uncertainty for potential developers	Officer time	Ongoing process	When the LDF's employment Land section has been reviewed and updated
	1.2	Work with LCC to bring forward the A151 site at Holbeach	M	Economic Development Manager	Opps: Increase the availability of employment opportunities in the Holbeach area. Risks: Complex site in planning terms with considerable up-front investment required.	Officer time	First businesses on-site in 2012	Planning brief approved. Funding in place Planning application approved Construction starts Site occupied
	1.3	Deliver new industrial units and serviced employment land at Crowland	H	Economic Development manager	Opps: Creating a new employment site adjacent to the new A16 will directly strengthen local business and increase jobs. Risks: Units may remain empty in current climate	Funding package of £900,000 in place. Considerable officer time	Construction completed by summer 2010	Planning approved. Construction starts. Units 80% occupied
	1.4	Provide serviced office space in Spalding as part of the Red Lion Street project.	M	Economic Development Manager	Opps: project will enable diversification of commercial make up of district by offering a location for knowledge based companies that are currently under represented in the district.  Risk: Funding for the project is time dependent. When built demand for the offices may be slow.	Funding package of £6.5 million in place.  <b>One full time project officer and high levels of other officer time across the Council</b>	Office accommodation available for business to move into by early 2011.	Planning permission obtained.  Work starts on site  Construction completed.  Offices 70% occupied
	1.5	Support the private sector in enabling the Wingland site at Sutton Bridge to be developed	M	Economic Development manager	Opps: Major site alongside the A17, development would create additional jobs and help regenerate Sutton Bridge. Risks: Lack of electricity is a major factor	Officer time and the potential costs of enabling electricity onto the site and/or site specific marketing.	Construction to start on site 2011	Planning application approved.  Construction starts.  Businesses move in.

Actions	No	Projects	Priority	Lead role	Opportunities and risk	Resource implication	Target & Date	Milestones
Assist companies to up-skill their workforce to help them to keep a competitive advantage.  Corporate Plan Priority 3.1	1.6	Support a seminar programme for retailers on customer care and on improved marketing.	M	Economic Development Manager	Opps: improved profitability of local retail sector.  Risk: resources to establish project, low take up of service.	Seminar programme requires costing - could be self-financing through fees to attendees.  Administratively burdensome to SHDC unless administered within the business community e.g. chamber of commerce.	Shops provide an improved professional service to their customers  Achievement date: March 2010.	Identify needs Cost project and identify an administrative body.  Run training Review success in 6 months time.
	1.7	Provide F.E. facility for South Holland within the Red Lion Street project	H	Economic Development	See 1.4 Opps: Boston College have entered into a partnership agreement with SHDC to deliver the project and will run an on-site restaurant and catering training facility  Risks: the facility may not prove popular and so may not be maintained in the future by the College	The Red Lion St Project is a £6M project - all funding for the construction phase of the project is in place.	To start build in 2009 and be occupied and fully functional by 2011.	Breaking ground for construction.  Building work completed and fitted out. Restaurant opened to public. First graduates of the catering college successfully completed their courses.
Support partners such as Business Link to provide specialist business and start-up advice	1.8	Provide 'hot desk' facility for Business Link to ensure close co-ordination between partners.	M	Economic Development Manager	Opps Close working will provide opportunities for targeted help and specialist training related to local need. Risks: SHDC might be associated with poor advice if Business link do not quality control.	Cost of desk space and officer time	On-going	Partner delivery will be monitored.
	1.9	Facilitate new-start business advice and training through Welland Partnership	M	Economic Development Manager	Opps Early advice and training for new start businesses gives them a greater chance of success leading to a stronger local economy and more employment Risks: SHDC might be associated with poor advice if Business link do not quality control.	Officer time	On-going	Partner delivery to be monitored
Encourage the development of the commercial sector and business-to-business networking through the establishment of local forums	1.10	Work with partners to deliver business speed networking events and 'drop-in' business advice sessions	L	Economic Development Manager	Opps: Increases the level of local inter-company business. Risks: poor take up or may not get financial sponsorship	Officer time and direct funding from partner agencies such as Chamber of commerce.	Deliver 2 events per year.	Events delivered
	1.11	Planning Officers meet with commercial agents and economic development team on regular basis.	M	Development Control manager	Opps: Ensure full understanding of the current market demand and	Officer time and space/facilities	1 meeting per year	Meeting held and information shared - so improving

Actions	No	Projects	Priority	Lead role	Opportunities and risk	Resource implication	Target & Date	Milestones
					supply in the commercial/industrial sectors Risks: may not get a broad spread of interest attending			understanding of respective issues for the development of the district
	1.12	Work with partners to maintain existing sectoral forums; Spalding Town Centre Partnership Tourism Providers Group Holbeach Business Group Spalding Breakfast Club	L	Economic Development Manager	Opps Regular meetings help to keep up to date and share information about the current economic climate in each sector. Risks: Without direct involvement some groups may cease to operate	Officer time – groups undertake their own administration.	3 meetings per group per year	Meetings held and information shared - so improving understanding of respective issues
Provide specialist support to potential inward investors	1.13	With Partners, EMDA, 'Tractivity' and Invest Lincolnshire provide support to any potential investor. SHDC officers to provide advice on land and premises and to facilitate pre-planning meetings with Development Control	H	Economic Development Manager. Development Control manager	Opps: Attracting new businesses to the local area provides a major boost to the local economy. Risks: Considerable officer time can be spent on unsuccessful opportunities.	Officer time in case work and supporting Tractivity information.	Provide a quality service to all potential; inward investors. - ongoing	When a business decides to move into the area and to generate new jobs for local people.
Identify the potential for a Road/rail Hub in the district  Corporate Plan Priority 3.2	1.14	With partners identify the demand for, and issues relating to, a modal shift of a proportion of local freight from road to rail	M	Economic Development Manager	Opps: to more tightly anchor businesses to South Holland and create a facility of regional importance acting as a major driver for new jobs Risks: Massive investment costs and significant spacial demands – outside the current LDF.	Initially officer time but would require significant private and public investment to come to fruition – long term project.	Complete all research necessary to enable informed decisions to be made. October 2009	Completion of study and dissemination of results – leading to initial development – site identification and studies by 2011. Initial investment package by 2013
Identify the potential for a marina in Spalding  Corporate Plan Priority 3.5	1.15	With partners Identify the economic impact of a marina in Spalding and any site requirements. If the results are positive take forward the process of site identification and determine funding	M	Economic Development Manager	Opps to create a major visitor attraction, additional businesses and increase the access to green spaces. Risks: Disagreement about site suitability or eventual marina is not financially viable.	£4,000 contribution to the study and officer time	Complete study October 2009  If relevant identify site by 2010	Completion of study Determine impact of marina. Identify site Determine funding Planning approved Marina completed
Grow the opportunities for creating a cluster of 'green' technology companies in South Holland	1.16	Work with partners to identify and maximise the opportunities for creating a 'green' cluster in South Holland; Bio-mass power generation, aerobic and anaerobic power generation, modal shift of freight and cutting edge architectural design and build methods	M	Economic Development Manager	Opps: To create a cluster of new and green technologies in the district creating additional high value jobs. Risks: Businesses may not move here, preferring larger centres close to universities and already developing clusters	Officer <b>time</b> in working with businesses, LCC, <b>Holbeach and EMDA.</b>	Initially this will be a gradual growth, first developments programmed by summer 2010	First green developments in place Cluster developed

## Priority 2: Generate a high quality of life so that people will want to both live and work in the district

Actions	No	Project	Priority	Lead role	Opportunities and risk	Resource implication	Target	Milestones
Support vitality in the district's town centres	2.1	Support Town Centre groups and initiatives that deliver improvements to the 5 towns	H	Economic Development Manager	Opps BID for Spalding would lead the private sector to regenerate the town centres. Risks: may be voted down and other groups may not have the capacity to survive	£25,000 approved as contribution to Spalding BID process from S106 funds  Officer time and some small financial help for other projects	BID vote in Spalding in October 2009.  Ongoing work to achieve action points in Holbeach Parish Plan	BID vote completed.  Major action points completed from Holbeach Plan
	2.2	Work towards the vision of the Spalding Masterplan	M	Economic Development Manager.	Opps: The plan provides a structure within which to develop Spalding Risks: Developments dependent on private business. Current financial climate may preclude costly regeneration	Officer time and the willingness of developers to come forwards with initiatives.	Implement the vision of the Spalding Masterplan	As areas of Spalding are regenerated
	2.3	Maintain the 'virtual town centre management' meetings to co-ordinate town centre events, projects and developments  Cultural Strategy Priority 1.23	M	Economic Development Manager	Opps: Have internal specialists working on projects to support town centre development thus aligning projects with broader district and county council policies Risks: Officers may not attend and then the complex needs of the towns not properly understood or acted on.	Officer time in terms of attendance and administration.  Town centre issues are also supported through the Cultural Strategy and events such as the Flower Parade, Pumpkin Festival and Christmas events are all budgeted through this strategy.	3 meetings a year	Meetings held
	2.4	Utilise the Springfields Section 106 funds effectively	H	Economic Development Manager	Funding is available to benefit the town centre and create improved trading conditions and greater footfall.	£70,000 available from the first S106 and £200,000 available from the second	Utilise £200,000 by 2012 on projects to benefit Spalding town centre	£200,000 spent, projects complete and improvements in place.
	2.5	Manage the 'Partners in Conservation Area' grants to improve commercial properties in town centres to create a more attractive townscape and attracts visitors  Corporate Priority 2.3	H	Development Control Manager	Opps: Funding package in place. Extensive use of this scheme on shop fronts would have a major impact on the attractiveness of town centres Risk: bids for funding may not be received. And so the grant money not utilized	SHDC funding from Springfields S106 (phase 2) and Planning Delivery Grant remainder from external sources – funding in place in total £668,000	Utilise the grant fund by 2011	Total budget spent

Actions	No	Project	Priority	Lead role	Opportunities and risk	Resource implication	Target	Milestones
	2.6	Regenerate 'Swan Walk' in Spalding to create a more attractive' gateway' to the town centre	M	Economic Development Manager	Opps: Will create an attractive area of public realm on the busiest gateway in Spalding.  Risks: Cost is C£130k and funding is difficult to obtain. Considerable disruption whilst work underway.	Officer or project officer time to manage. Cost reqd. £130,000 currently only £65,000 available	Deliver regenerated public space	Funding package agreed. Design approved. Work completed.
	2.7	Agree and implement a car parking strategy for Spalding, responding to civilian car parking legislation.	M	HoCNS	Opps: improved town centre parking flows, income from parking fines.  Risk: changes to parking could be perceived to have a detrimental impact on some shops.	Officer time initially, but some specialist survey work may be required.	Less congestion and easier/safer walking within town centre.  Achievement date: Summer 2010	Local authorities given lead role in civilian parking. Assessment made of parking in each town. New parking orders come into force.
Corporate Plan Priority 3.1	2.8	Extend Herring Lane car park	M	Economic Development Manager	Opps: Increased car parking capacity adjacent to Water taxi and Red Lion Street Risks: Additional parking may not be well used and therefore generate poor return on investment	Project officer time as part of the Red Lion Street Project. Land acquired build costs around £200,000 from Springfields S106	Easier access and additional car parking capacity close to town centre attractions	Planning permission granted. Work completed and car park open - 2011
Corporate Priority 2.1 & 2.2	2.8	Maintain national standards of cleanliness and tidiness within our town centres	H	HoCNS	Statutory duty	Statutory duty	Within service standards, response times for town centres are:  6 hrs for low coverage of litter. 3 hrs for clusters of litter 1 hr. for heavy <b>accumulations</b>	Town centres kept clean and tidy
	2.9	Monitor levels of empty shops in the five town centres.	L	Economic Development Manager	Opps: To identify trends to enable operating and investment decisions to be made.  Risks: Will take scarce resources and may raise unachievable expectations	Officer time taken to check retail occupancy in each of the five towns	Six monthly monitoring	Data available for use in decision making and to reflect the economic situation in each town centre
Improve access to Further Education Corporate Plan Priority 3.1	2.10	Deliver an F. E. facility in Spalding as part of the Red Lion Street project	H	Economic Development Manager	See 1.4 and 1.7	See 1.4 & 1.7	See 1.4 & 1.7	See 1.4 & 1.7

Actions	No	Project	Priority	Lead role	Opportunities and risk	Resource implication	Target	Milestones
Assist with the integration of migrant workers  Corporate Priority 1.8	2.11	Undertake housing advice for migrant workers seeking to settle in South Holland	M	HoH&P and HoCNS	Opps: enable and support EU migrant workers to become more established in the district. Reduce the use of inappropriate accommodation  Risks: will require resourcing <b>and not currently budgeted for beyond the corporate "language Line" facility.</b>	Considerable resource required: Housing Advice Homeless Team. Homeless Prevention Officer – grant funded for 2 yr. secondment Community Housing Team	There is no specific target for advice for migrant workers. Although work is currently underway to identify any issues relating to advice to migrant workers. Existing annual target for Homeless Prevention per '000 households is 10.2	<b>This work is on-going and there are no specific milestones</b> although literature in several languages and the telephone "Language Line" is now available. Identify nos. and details of Houses in Multiple Occupancy Inspect and advise accordingly
Increase the availability of affordable housing Corporate Priority 1.4	2.12	Commence Housing Company build and provide continued council support for the new local housing company	H	HoHS & HoPD	Opps: Affordable homes create a more stable work force. Additional building stimulates the local construction sector.  Risks: Numbers are dependent on funding being available and market conditions for private development	<b>HCA Funding &amp; Developer contributions</b>	<b>Build phase 1 (6 homes)</b>  <b>Bid for phase 2</b>	<b>Tendering process complete</b>  <b>Houses built on time and to budget</b>  <b>Increased availability of good quality, affordable homes</b>
	2.13	Implement planning policies and use HRA land sales and developers contributions to provide new affordable homes	H	HoHS & HoPD	Opps: Affordable homes create a more stable work force.  Risks: Numbers are dependent on funding being available and market conditions for private development	<b>Land sales Developer contributions HCA contributions</b>	<b>135 homes</b>	<b>When 135 additional homes are completed</b>
Promote South Holland as a visitor destination.  Corporate Priority 3.2	2.13	Work with voluntary groups and LCC to deliver the 'Foreshore Project' comprising Sir Peter Scott Lighthouse, Sutton Bridge Marina and Shep White's viewing centre	M	Economic Development Manager	Opps: Would create 3 new visitors' facilities 2of which would make access to the coastline much easier.  Risks: Remaining funding may not be available to develop the initiatives, Project management resource may be insufficient and once developed the initiatives might not be successful.	Sutton Bridge Power Station S106 plus officer time	Increase visitor numbers and make access to the countryside easier for residents and visitors	For each project;  When funding is in place.  Planning approval granted.  Project delivered Visitor numbers and satisfaction levels increase.

Actions	No	Project	Priority	Lead role	Opportunities and risk	Resource implication	Target	Milestones
	2.14	Develop an effective and measurable relationship with Lincolnshire Tourism that benefits South Holland	M	Economic Development Manager	<p>Opps Maintains a 'toe hold' in strategic tourism enables SHDC to have an input into LT's marketing strategy and campaigns and provides the ability to agree a Service Level Agreement.</p> <p>Risk: No budgeted officer time for tourism, liaison will have to be kept at a minimal level.</p>	Minimal officer time	SLA with Lincolnshire Tourism	<p>SLA signed.</p> <p>Targets met</p> <p>Ongoing monitoring</p>
	2.15	Refresh the 2 existing 2 brochures; 'Welcome to Spalding and South Holland' and the 'Spalding Shoppers Guide'	M	Economic Development Manager	<p>Opps Maintains a minimum of visitor material that no other organisation is producing.</p> <p>Risks: no budget allocation and so fully dependent on advertising and private sector partners</p>	Officer time needs to be kept to a minimum as no budgeted tourism officer. Publications funded by sales of advertising – undertaken by printer. Distribution by SHDC	Each brochure renewed annually	Brochures delivered appropriately within and beyond the district.

## Priority 3: Work with partners to tackle issues holding back economic growth and to minimise the impact of the recession

Action	No	Project	Priority	Lead role	Opportunities and risk	Resource implication	Target	Milestones
Monitor the district's overall economic performance to identify issues and opportunities  Corporate Priority 3.3	3.1	Monitor a basket of KPI's to enable changes and trends within the districts economy to be identified	H	Economic Development Manager	Opps: Provides a mechanism to enable informed decisions relating to the economy to be made and enable data to be passed to county and regional partners.  Risks: Data is often out of date in a fast moving situation. Can be expensive to collect.	Officer time	Range of KPI's to be agreed and monitored.  First years figures by: March 2010	Range agreed.  Figures collected.  Data available
	3.2	Meet with Business on a monthly basis to obtain up-to-date information on business issues and economic performance	M	Economic Development Manager	Opps: Creates two-way communication between SHDC and the business community Risk: can build an over-reliance on anecdotal information from a small number of companies.	Officer time	Meet with 2 businesses per month	Meetings arranged
Strengthen Partnership working with county, regional and national agencies to raise an understanding of South Holland's economic issues.	3.3	Maintain the economic development relationship with LCC, especially in relation to work on the economic strand of the Local Area Agreement (LAA) and the Sub-national review (SNR)of economic development	L	Economic Development Manager	Opps: ability to draw on specialist skills of LCC staff, possibility of joint investment plans. Have South Holland's interests delivered as part of the LAA and ensure that local issues and opportunities are included within the assessment part of the SNR Risks: Liaison can be time-consuming and wasteful if not undertaken appropriately.	Officer time  Could use s106 monies as lever to encourage LCC investment.  LAA will bring additional resources in to the district through the work of the RAZ.	Ability to draw on levels of funding and expertise from LCC's economic development staff.  On-going	LAA targets achieved and additional resources used to gain additional outputs for local people.

Action	No	Project	Priority	Lead role	Opportunities and risk	Resource implication	Target	Milestones
	3.4	Work with the Highways Agency, the County Council, GOEM, EMDA and others to support the continuous improvement of transport links within and around the district. Including the issues surrounding the upgrading of the Joint Line and potential of the Road/rail Hub	L	HoP&D HoECD	Opps ensure that SHDC's views are heard in regional forums. Support improvements in communications networks.  Risks SHDC does not have any statutory powers to develop transportation issues.	Officer time	South Holland's needs are recognised in countywide transport strategies  Achievement date – on-going	Representation agreed at meetings  Meetings attended
	3.5	Support the on-going development of the Rural Action Zone's Economic Theme Group	H	Economic Development Manager	Opps: Forum can be used to engage major partners on South Holland issues Risks: Forum must not become a 'talking shop'	Officer time in partnership with the RAZ coordinator	4 meetings per year.  Ongoing	Arrange meetings  Deliver economic action plan for RAZ
	3.6	Lobby for funding support to deliver additional opportunities within South Holland - pro-actively bid for resources, especially those from European sources in partnership with the LCC and from EMDA	H	Economic Development Manager	Opps: additional investment in South Holland. .  Risks: lack of capacity to bid, lack of capacity to deliver. Bid for projects because the funding is available rather than because it is a local need Large amount of officer time spent preparing bids that do not succeed.	Staff time as part of broader Lincs Economic Strategy work	Additional grants for economic development  Achievement date: On-going	Case for investment in South Holland made  Funding awarded
	3.7	Work with partners to remove barriers preventing migrant workers set up their own businesses	H	Economic Development Manager	Opps: <b>utilise</b> the education and entrepreneurship of migrant workers to create additional businesses in South Holland  Risks: May be difficult and resource intensive to create relatively few new businesses	Officer time to work with partners.	Provide Business ESOL training in South Holland	ESOL Training provided  Business Start-up advice provided  New businesses created by migrant workers.

Action	No	Project	Priority	Lead role	Opportunities and risk	Resource implication	Target	Milestones
	3.8	Work with partners to provide self-employment advice at jobs fairs and during redundancy consultation periods	H	Economic Development Manager	<p>Opps: Will reduce the number of people out of work and increase new business start-up.</p> <p>Risks: partners may not give good advice or may not attend events.</p>	Minimal Officer time on the basis that a lead organisation can be found to organise and lead on this initiative.	Ensure new business start-up advice and help for those thinking of becoming self-employed is readily available for redundant and unemployed residents	In association with Job Centre + work with Business Link and Welland Partnership to ensure their availability as required.
Strengthen partnership working locally in terms of business to business Networking	3.9	As in priority 1.8						
	3.10	Produce newsletter to inform local business of issues of interest and of sources of business support available.	M	Economic Development Manager	<p>Opps: To create a link between SHDC and other support agencies and the business sector</p> <p>Risks: produced in-house by SHDC's design team so a budget required for print and distribution</p>	Officer time and some small cost, £450 p.a.	Highlights the availability of the Economic Development team to business and identifies support available.	2 issues per year ongoing
Strengthen partnership working within the Peterborough Sub-region	3.11	Meet partner organisations from outside the East Midlands – Peterborough Regional Economic Partnership on a six monthly basis	M	Economic Development Manager	<p>Opps: build knowledge of investment programmes being led by other areas, possible cross border working Build on links already establishes on cross boarder planning issues and housing market areas.</p> <p>Risk: growth of Peterborough could be a threat to SH, or SH used simply as a commuter areas for Peterborough.</p>	Officer time	<p>Closer working relationship leads to joint initiatives of mutual benefit</p> <p>Achievement date: On going</p>	<p>Agenda for meetings agreed</p> <p>Meetings held every 6 months</p>

Action	No	Project	Priority	Lead role	Opportunities and risk	Resource implication	Target	Milestones
Work with the successful RDPE team to ensure that local businesses maximise the opportunities created by the fund	3.12	RDPE fund provides £2 million over 5 years for farm diversification, training and tourism projects across South Holland and Boston	H	Economic Development Manager	Opps: SME's and voluntary groups to access funds for projects that benefit the district Risks: May well be oversubscribed or bids accepted do not deliver improvements.	Minimal Officer time	Projects approved  Fund spent  Achieved by 2014	Operating criteria in place.  RDPE team in place in SHDC offices.  Applications received  Projects completed

## 8 Monitoring the Impact and Outcomes of the Strategy

To ensure that this strategy and its Action Plan deliver benefits for the community, it will need to be regularly monitored and kept under review. Officers will monitor key indicators of economic activity to keep up to date with the trends within the local South Holland economy. There are a number of National Performance Indicators that will be used to monitor the outcomes of this Strategy. In addition, the Economic Development Team has developed local performance indicators that will monitor the team's work and so the outcomes of the Council's support for the local economy.

### 1) District Economic Indicators

Unemployment numbers	Monthly
Number of Jobcentre vacancies	Monthly
Investment enquiries (All)	Monthly
Average house price South Holland– Land registry	Quarterly
Occupancy rates in SHDC industrial units	Quarterly
Number of jobs in district - NOMIS	Annually
Percentage of small businesses in area showing employment growth.	Annually
No. of enterprise births.	Annually
No. of enterprise deaths.	Annually

### **Historic trends – District Economic Indicators**

#### **Monthly/Quarterly**

Month	Jan	Feb	Mar	April	May	June
<b>Unemployment</b>	<b>1,308</b>	<b>1,576</b>	<b>1,683</b>	<b>1,732</b>	<b>1,749</b>	<b>1,754</b>
<b>Vacancies</b>	<b>241</b>	<b>614</b>	<b>306</b>	<b>533</b>	<b>262</b>	<b>412</b>
<b>Investment enquiries</b>	<b>10</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>11</b>	<b>8</b>
<b>Av. House price</b>			<b>£137,976</b>			

#### **Annual**

Year	2003	2004	2005	2006	2007
<b>Number of jobs in district</b>	<b>33,100</b>	<b>31,900</b>	<b>32,800</b>	<b>34,100</b>	<b>35,100</b>

<b>% sm. bus showing growth</b>	<b>New KPI. available late 2009</b>				
<b>No enterprise births</b>	<b>New KPI. available late 2009</b>				
<b>No enterprise deaths</b>	<b>New KPI. available late 2009</b>				

**2) The Local Area Agreement Targets** identified in SHDC's Corporate Plan 2009 -14 relevant to the Secure and Diverse Economy priority are :

- NI 91: Participation of 17 year olds in education or training
- NI 164: Working age population qualified to at least level 3 or higher.
- Ni 117: 16 to 18 year olds who are not in education, training or employment.
- Ni 171: VAT registration rate.
- NI 152: Working age people on 'out of work' benefit.
- NI 174: Skills gap in the current workforce reported by employers.

## Targets

The LAA targets that reflect this priority and will measure overall partnership delivery are measured by other agencies at county level, not specifically measured at a district level - but we do contribute to them.

LAA National Indicators		2008/09 Target	2008/09 Baseline	2009/10 Target	2010/11 Target	2011/12 Target	Additional Comments
NI No.	NI Title						

NI 91	Participation of 17 year-olds in education or training	77%	n/a	79%	81%	n/a	Targets deferred until baseline data is available.
NI 117	16-18 years not in education, training or employment	4.2%	n/a	4%	3.9%	n/a	Target to be agreed through the LAA beyond 2010/11. Baseline data not yet available.
NI 152	Working age population on 'out-of-work' benefits	10.4%	n/a	10.2%	9.5%	n/a	Target to be agreed through the LAA beyond 2010/11. Baseline data not yet available.
NI 164	Working age qualified to NVQ Level 3 or higher	43.6%	n/a	44.1%	45.1%	n/a	Target to be agreed through the LAA beyond 2010/11. Baseline data not yet available.
NI 171	VAT registration rate	New NI	n/a	n/a	n/a	n/a	Targets deferred until baseline data is available.
NI 174	Skills gaps in the current workforce reported by employers	14%	n/a	14%	14%	n/a	Target to be agreed through the LAA beyond 2010/11. Baseline data not yet available.

Only two of the LAA priority targets shown above can be disaggregated, with any robustness, to the district level; NI 171 and NI 152. For example there is a 95% certainty that the true value of NI 164 lies between 40.5% and 45.6% and as the target is an improvement of 2% over 3 years on a county basis, trying to disaggregate it to a district level would lead to a level of uncertainty that would be unacceptable. Separate monitoring of the LAA targets will not therefore part of this strategy other than where specific data from Red Lion Street, Crease Drove and any other subsequent projects can feed into the aggregated county figures. However the information that becomes available through these targets will be used to identify trends.

In addition the Council will use the following local performance Indicators:-

**3) Local Performance Indicator Targets** for the Period of the Economic Development Strategy 2010 – 15

- EDS 1 Directly provide 25,000 sq. ft. of new employment space.
- EDS 2 Create 40 new jobs within that space.
- EDS 3 Occupancy rates at Crease Drove units
- EDS 4 Occupancy rates –managed office space at Red Lion St
- EDS 5 Working with the private sector to facilitate the creation of 500 new jobs.
- EDS 6 Working with both public and private sectors to facilitate the development of 30 hectares of employment land.
- EDS 7 No. of full-time/part-time students at Red Lion St.

Indicator	2010/11	2011/12	2012/13	2013/14	2014/15
EDS 1	10,000 sq. ft.	10,000 sq. ft.			5,000 sq.ft.
EDS 2	5	25	10		
EDS 3	3/7	6/7	7/7	7/7	7/7
EDS 4	N/a	60%	70%	80%	80%
EDS 5	50	150	100	100	100
EDS 6	1 hectare	4 hectares	10 hectares	10 hectares	5 hectares
EDS 7	N/a	100/300	100/1,000	100/1,000	100/1,000

**4) Monitoring Partnership Working (KPI's below reflect partners outputs only)**

**Business Link/ Welland Partnership**

- Business Starts Quarterly
- Jobs created Quarterly
- Enquiries received Quarterly
- Businesses assisted Quarterly

**Wash Fens Rural development Programme (5 year funding programme with £2 million budget for South Holland and Boston washfens@lincolnshire.gov.uk)**

Applications received	Quarterly
Successful applications	quarterly
Grant funding allocated	Quarterly

**Lincolnshire Tourism**

Service Level Agreement KPI's (To be agreed)	Quarterly
Water taxi Use	summer months

**Outcomes**

It is intended that the Economic Development Strategy will have specific outputs as shown above, but this strategy, as part of the Council's Corporate Strategy, is also intended to work in coordination with the remainder of the council's strategies to deliver outcomes and improve the results of national measures such as the 2008 Place Survey. It is expected that by providing additional and a more diverse range of jobs, by improving FE and HE facilities in the district and by improving the overall retail and leisure offer to its residents the District Council will help meet its aims in improving the following indicators:

**NI1 % of people who believe people from different backgrounds get on well together in their local area.**

Creating a range and diversity of jobs and reducing unemployment reduces the opportunity for community or racial tensions to develop and helps reduce those that may already exist.

**NI15 Overall/general satisfaction with the area.**

Creating job opportunities, providing the infrastructure and climate in which new and smaller businesses can grow and by improving the retail and leisure/tourism infrastructure impacts beneficially on residents' lives and on their satisfaction with the area in which they live.

**NI186 Per capita reduction in CO2 emissions in the Local Authority area.**

Ongoing work with Search Architects in Long Sutton, businesses developing anaerobic digestion systems, bio-mass, power generators and the study into transferring a proportion of the districts massive road freight operations to rail will all have an impact on the districts carbon emissions.

Health indicators for South Holland as shown in the Health Summary for South Holland 2009-

Indicator 1 Deprivation

Increasing the range and number of jobs and reducing unemployment together with increasing the range of educational opportunities will increase the availability of jobs to residents and increase their ability to access more responsible work. This will increase residents' disposable income and help reduce deprivation.

Indicator 2 Children in poverty

By providing the additional opportunities in Health Indicator 1 above the increased disposable income will flow to the children reducing child poverty.

Indicator 3 Statutory Homelessness

By providing the additional opportunities in Health Indicator 1 above together with the work on housing support and affordable housing identified in the Action Plan at 2.11 and 2.12 the level of homelessness should decrease.

**Formal annual progress reporting:**

- The Council's Corporate Plan is reviewed annually and this Strategy will be assessed to consider the contribution it is making in assisting the Council to achieve its aims and priorities, particularly towards "developing a secure and diverse economy". .
- To the Rural Action Zone's economic Sub-group to provide the opportunity for input from our partners including the business community.
- The Council's Cabinet and the Council's Performance Management Panel to provide formal input from Elected Members.
- The RAZ Economic Theme Group will be monitoring the the impact of the strategy as it impacts on their action plan

**Reviewing progress against targets as part of officer's internal performance controls:-**

- The Action Plan will form the basis for the Economic Development Team's input into the Business Plan for Economic and Community Services unit and form an element of the work plan for the Head of Economic and Community Development under direction of the Director of Rural Services.
- Outcomes of the Action Plan will be reported monthly to the Economic and Community Development management Team meetings.

- The Action Plan will form the basis of the Economic Development Manager's bi-annual performance review and so cascade downwards to the other staff within the team to individual work programmes.
- The Action Plan will form the basis of the monthly one to one supervision sessions undertaken between the Head of Economic and Community Development and the Economic Development Manager.
- As part of the Action Plan the Economic Development team will establish quarterly statistical reports concerning changes in the local economy which will ensure that the Strategy can be used to respond to changing circumstances.

Resources to deliver the Action Plan will be dealt with as part of the Council's corporate budget priority setting process.

- Budgets will be set annually as part of the Council's corporate budget setting process and are reviewed quarterly by the Cabinet.
- Budgetary targets are measured on a monthly basis by the Head of Economic and Community Development.
- Day to day financial management of budgets used to deliver this Strategy will be managed by the Economic Development Manager and their staff team.

## Appendix 3 SWOT analysis of the South Holland April 2009

<p><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>• Labour availability and migrant workers via gang-masters</li> <li>• Agricultural Cluster with Vertical and horizontal integration</li> <li>• Good Quality of life (at certain age groups – open countryside)</li> <li>• Good school achievements</li> <li>• Retail - good convenience shopping, farm shops.</li> <li>• Good Town Centre Management record in Spalding</li> <li>• Best of the small towns in sub-region</li> <li>• Geographical position for hauliers (Working Time Directive and ability to access most of country) Therefore fast response capability to react to changes in agricultural/ horticultural product demand)</li> <li>• Locally recognised profile</li> <li>• No traffic congestion</li> <li>• Growing number of speciality shops not undermined by Springfields development and S106 used to improve town centre.</li> <li>• Food sector withstanding recession well.</li> </ul>	<p><b><u>WEAKNESSES</u></b></p> <ul style="list-style-type: none"> <li>• Dependency on narrow range of employment sectors</li> <li>• Susceptible to fluctuations in Global Market, especially agricultural goods and supermarket buying patterns</li> <li>• No head office functions (inc public sector)</li> <li>• Lack of further education opportunities</li> <li>• Few jobs for better qualified residents</li> <li>• Port at Sutton Bridge is small and subject to strong competition</li> <li>• Large companies externally owned, not reinvesting locally?</li> <li>• South <u>Holland</u> – name sounds non-UK</li> <li>• Lack of hotels for Business and family Short Breaks</li> <li>• Dominance of major multiples on high street</li> <li>• SH(DC) reputation at regional/national level</li> <li>• Rural area – do not want to over develop and need to protect environment</li> <li>• On edge of two regions: - Peterborough is in eastern region.</li> <li>• Potential lack of employment land availability</li> </ul>
<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>• Middle Class live here: can we draw their social spend out in South Holland rather than Peterborough, Boston or Kings Lynn?</li> <li>• Peterborough's growth as part of Sustainable Communities Plan</li> <li>• Grey spending power – restaurants/ bowls/ golf</li> <li>• Diversify the evening economy</li> <li>• Up skill local labour</li> <li>• New technology/ diversification: Grow small R&amp;D/ High Tech companies</li> <li>• National importance of University of Lincoln Holbeach campus food technology</li> <li>• Sea port and could grow water leisure sector</li> <li>• A better road link to A1- North and South links</li> <li>• Hotel: Springfields/ 1073 Crowland/ new tourism products</li> <li>• Tourism – short break, waterway, green/ day trips, the Wash</li> <li>• green technologies diversifying jobs</li> <li>• Increase in farm gate price</li> <li>• Recognition of Spalding as a Sub Regional Centre</li> <li>• Power Stations have provided considerable S106 “windfalls” that can be used to strengthen the future economy.</li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>• Poor labour mobility due to poorly functioning housing market.</li> <li>• Lack of integration of Migrant workers – language skills etc</li> <li>• Currency fluctuations due to downturn in global market e.g. for agricultural products, exotic fruits etc</li> <li>• Lack of consumer spending in recession</li> <li>• Rise in unemployment and worklessness</li> <li>• Future lack of public investment through Regional Development agency</li> <li>• Industrial units may see fall in occupancy due to recession.</li> <li>• Lower demand for high value added food due to lack of consumer confidence or worry about food miles</li> <li>• Young people (skilled/educated) move away – do they come back?</li> <li>• Global warming</li> <li>• South Holland may not have a sufficiently high regional profile, nor with partner agencies</li> <li>• Local people may not want to develop some tourism products e.g. bird watching at the Wash, due to perceived disruption.</li> </ul>