

North Kesteven District Council's Annual Report **2017-18**



North Kesteven
DISTRICT COUNCIL

Foreword

It is with great pride that I provide a foreword to this Annual Report for 2017-18, a year characterised by great challenges but also significant achievement and considerable success in delivering excellent, effective and efficient services for our residents, businesses and visitors.

Once again, our Annual Report illustrates the excellent work carried out by this Council in support and furtherance of the Flourishing Communities which make up this great District.

It reflects on the Council's achievements in meeting its aims and aspirations; its continued success in reaching for the highest standards and delivering strong and resilient services that are truly relevant and responsive to our communities' needs; and the effective and efficient manner in which this Council carries out its duties and responsibilities.

In the face of ongoing and emerging challenges, such achievements are under-pinned by the solid foundations of strong leadership and a clear plan of community-focused priorities, set out through the NK Plan and supported through the endorsement of partners, stakeholders, residents and businesses.

Reflecting on the year to April, I am struck by some phenomenal results across all areas of the authority. Among these are the establishment of Lafford Homes to unlock more housing choice for all; the appointment of social-enterprise partners to steer the ongoing excellence of our leisure, arts and countryside services whilst achieving considerable savings on previous arrangements; investment in opportunities to create significant jobs and inward investment; continued growth in our own housing provision and support for broader housing need; and recognition of the Council's progressive culture and attitude through the Silver Investors in People Award.

Whilst mindful of the challenges ahead and pragmatic in our response to those, I am proud to say that throughout a range of uncertainties in the broader world, this Authority continues to be the constant in the lives of our residents; delivering first-class, quality services and excellent facilities.

By remaining committed and focused on the things that matter most, we continue to strive for the good of the Council and the District at large.

Council Leader
Cllr Richard Wright



Corporate Priorities:

- Priorities Framework
 - Our Economy
 - Our Homes
 - Our Communities
 - Our Council
-

Priorities Framework

Vision

A district of flourishing communities

Purpose

To deliver effective and efficient public services that meet the needs and priorities of local people, support growth in the district and ensure a sustainable environment

Priorities

Ambitions

Our Economy:

To promote the economic and employment growth of North Kesteven

- Support business growth and jobs in NK
- Regenerate NK
- Drive Investment in NK including transport Routes

Our Homes:

To promote housing growth that meets the current and emerging needs of North Kesteven

- Deliver the Local Plan
- Increase the supply of housing in NK
- Maintain and improve housing in NK
- Provide high quality housing services across NK

Our Environment:

To promote a sustainable natural and built environment, where our heritage is preserved and celebrated

- Conserve and improve NK's heritage and natural environment
- Champion sustainability across NK
- Promote and protect environmental health

Our Communities:

To promote the sustainability, well-being, safety and health of North Kesteven's growing communities

- Clean, safe and inclusive communities NK
- Healthy, fit and vibrant NK
- Supportive NK

Our Council:

To be a high performing and value for money Council that is prepared for the future

- Customer focused NK
- High quality, value for money NK
- Open and accountable NK

Priorities - Our Economy

Ambitions

To support business growth and jobs in NK

To regenerate NK

To drive investment in NK including transport routes

Performance Indicators :



- 159 jobs created as a result of Council intervention
- 23 new investments in NK for regeneration projects
- 607 jobs created and/or safeguarded as a result of targeted support by the Council
- 5.61 hectares of employment land has been developed for delivery of jobs
- 97% average workshop occupancy across the workshop portfolio

Priority Delivery Actions

Sleaford Enterprise Park

The Council, in a major commitment to sustaining business and employment growth in the town, purchased 37 acres of employment land at Sleaford Enterprise Park. Concerned at the lack of land coming forward for commercial development, the Council has taken the lead on introducing infrastructure investment to the site and providing bespoke employment developments for local businesses looking to expand and footloose inward investment. A governance structure for managing the land has been agreed and a business plan for the first phase of development is currently being worked on.

Workshop Portfolio

The Council runs a portfolio of 110 workshops across the District, the demand for which is clearly shown by an average annual occupancy rate of 97% over the last year. The Council are continuing to develop their workshop portfolio, and a further 10,000 square foot of space, which includes the provision of seven new units at Metheringham, which are linked to the new refuse depot. Five of the units were pre-let, again highlighting the strong demand that exists across the District for small workshops offered on an attractive leasehold basis.

Priorities - Our Economy

New Growth

The Council continues to operate its discretionary rates policy to encourage future growth and investment into the area. This has resulted in a number of significant new build relocations into the District which has either secured or created additional jobs in support of the local economy. Along with South Kesteven, North Kesteven is part of the EU funded LEADER programme, and continues to support the LEADER LAG Board to consider applications for funding from rurally based microbusinesses, cultural and heritage interests, rural tourism and farming interests.

Business Support Adviser

The Council's Business Support Adviser helps with the identification of potential applicants and supporting applications into the process. In addition, the Council utilises the services of the Business Adviser to assist new and small business start-ups in the District. This position supports the wider work of the Economic Development Team in working closely with our business community to support investment and growth. In 2017/18, a total of 92 businesses received such support helping them to expand and create new employment.

Regeneration Schemes

The Council continues to work on a number of fronts to facilitate regeneration schemes within its area. The key focus for this work remains in Sleaford with a number of different schemes ongoing. Following extensive discussions and negotiations with Tesco, the company has submitted a planning application to develop the former Advanta Seeds site for a mixed use scheme, comprising bulky goods retail, garden centre, restaurant/drive through facility, a retirement living block and associated parking. The Council remains a key partner in the 'Heart Of Sleaford' proposals, and in particular continues to work with the landowner to deliver leisure facilities, including potentially a cinema, as well as enhanced public access between the Market Place and Money's Yard. As part of its commitment to this project, the Council has made in principle a commitment of over £1 million to see this project come to fruition.

Crematorium

The Council has carefully considered options for investment in a Crematorium to serve the District, with an updated feasibility study being conducted. This showed a need for more localised facilities given the growth of the population within the District, with the development to cost approximately £3.5 million.

Utility Infrastructure

A report upon the future of the District showed that the utility infrastructure of the county as a whole was not substantial enough to keep pace with the rapid expansion of housing and population growth. Therefore substantive changes would need to be made to key areas of our county's infrastructure to tackle the issues raised. Therefore, the Working Group that produced the report are continuing with this project in order to produce and implement an action plan to remedy potential challenges found within the initial report.

Priorities - Our Economy

Transport Strategy

Working in partnership with Lincolnshire County Council Highways Department, a revised transport strategy is being prepared for Sleaford. This Strategy has at its core the aim of assisting with the regeneration and revitalisation of Sleaford Town centre. Key principles of the Strategy are to make the town centre a friendlier environment for pedestrians and shoppers, whilst at the same time taking account of the needs to keeping traffic moving. The finalised draft strategy will be made available for public consultation in late Autumn 2018. Running alongside the Transport Strategy, the Council is also looking at a revised off street parking strategy for the town.

Shop Front Improvement Scheme

The shop front improvement scheme continues to improve the overall appearance of Sleaford Town Centre's retail units with a significant scheme of repair and reinstatement work taking place in the Market Place. In addition, another five schemes are currently at various stages of negotiation. Furthermore, discussions are also continuing with Network Rail to deliver a wider redevelopment vision for underused parts of their land in and around the railway station.

Visitor Economy

The value of tourism continues to grow within North Kesteven. A total of £126 million was generated within the local economy through visitor and tourism business expenditure according to the latest published figures. That represents a growth of 5.6% over the previous year. The industry also supports 1,861 full time equivalent jobs locally. Staying visitors, for example, spent £9.2 million on local accommodation, staying on average for 2.7 nights. Almost 2.2 million day visits were made to the district in 2016, generating a spend of £75 million in the local economy.

In support of the visitor economy, work is currently underway to restore Mrs Smith's Cottage to its former glory at Navenby. This work will see the roof being refurbished and new visitor and audience development plans being put in place to maximise its visitor attraction potential.

The International Bomber Command Centre, which remembers the role of Bomber Command and of those who served and lost their lives, opened at the end of 2017. This multi-million pound memorial with associated visitor centre is expected to attract tens of thousands of visitors each year and has received direct financial and Officer support in its development and delivery from the Council.

Business Growth

The Economic Development Team continues to work closely with its top 50 identified growth companies to support their employment and investment growth decisions. In the last year Siemens has completed their additional 70,000 square feet factory extension on Teal Park, North Hykeham, securing an additional 40 jobs. In addition, Lincoln Precision Engineering has moved into 15,000 square feet of new premises at North Hykeham, and RH Displays, a design and exhibition build company, has moved into 10,000 square feet in Sleaford, the latter an example of a genuine inward investment into the District. These represent just some of the outcomes achieved through our Top 50 relationship management programme.

Priorities - Our Homes

Ambitions

To deliver the Local Plan

Increase the supply of housing in NK

Maintain and improve housing in NK

Provide high quality housing services across NK

Performance Measures:

- 17 new Council Homes provided
- 98% of tenants satisfied with the quality of their new build Council Homes
- 93% of tenants satisfied with the Landlord service provided by the Council
- 503 new homes constructed
- 107 new affordable homes delivered
- 19 private sector empty properties brought back into use



Service Statistics

3,661 met the NK Homes standard for the fabric of the buildings by the end of the financial year, which represents over 99% of all council owned properties.

98.72% of all repairs (12,603) were completed right the first time.

The average time a property stood empty between tenancies was 23 days.

95% of council tenants and 100% of private sector tenants were satisfied with the disabled adaptations completed on their properties.

Quotes from our residents

Disabled Adaptations:

“We were very impressed with all of the building work and adaptations. All professionals involved were polite and easy to talk to and the building cleared up after work finished.”

“The whole process was excellent and has made a great difference to my life.”

Council Tenants:

“We are very happy with our home.”

“Everyone is very accommodating.”

“NKDC listen and act as quickly as possible to tenants complaints.”

Priorities - Our Homes

Priority Delivery Actions

Housing Revenue Account

The Council continues to deliver new social housing through the Housing Revenue Account. Just in the last twelve months, approval was given enabling the Council to purchase land, renovate and convert a listed building into six new council homes. As well as this, three new council homes will be created in the South of Sleaford. The Council continues to provide a consistent and rigorous new build programme recognising the need for social housing within the District.

Former Metheringham Waste Collection Depot

The Council made a forward thinking decision to sell the former Metheringham Waste Collection Depot site to Lafford Homes. The site will be mainly used for the development of private sector and affordable rental homes, with an element of social housing. In total, there will be 21 properties, providing greater housing provision in the area.

Social Housing

Recommendations were taken from the Social Housing Task and Finish Group with regards to the Council's house building efforts. The recommendations affirmed the position of the Council on creating social housing as 'homes not houses', alongside appropriate space standards and high environmental and thermal efficiency characteristics.

Lafford Homes Business Plan

Lafford Homes saw the approval of its three year business plan with a loan of £3 million from the General Capital Fund for investment into private sector rental properties. The business plan also set forth the strategic delivery options of the company and its financial plans to make it both viable and profitable. As part of this business plan, Lafford Homes has retained six properties at Steam Court, North Hykeham, for the provision of affordable housing and purchased eleven properties on the open market. Furthermore, Lafford Homes is working across eight sites reviewing feasibility for development.

Newfield Road

Tenants began moving back into their revamped homes on Newfield Road, Sleaford after the investment of £8.86 million to regenerate the street. Each of the houses were extended, enlarged and improved. Tenant views were sought to help the Council make sure the improvements and refurbishments were needed by those who lived there. The renovations were well received by tenants with extremely positive comments from residents and developers alike.

Priorities - Our Communities

Ambitions:

Attractive, clean, and sustainable NK

Safe and inclusive NK

Healthy, fit and vibrant NK

Supportive NK

Community NK

Performance Measures:



- 28,816 visitors to outdoor and countryside facilities/ events
- 773,799 visitors to indoor sport and leisure facilities
- 451,068 visitors to Cultural venues and ArtsNK Programmes
- 30% adult participation in sport
- 898 homelessness cases prevented through advice and prevention tools
- 97.21% of food businesses broadly compliant with the relevant legislation
- 97.76% of new homes building received an Energy Performance Certificate (EPC) of either A or B

Service Statistics

97% of all missed bin collections were put right by the end of the next working day, and 99% of bulky waste was collected within 5 working days of the request being made.

Over 42% of all household waste was sent for reuse, recycling and composting.

100% of residents surveyed who had experienced anti-social behaviour were offered support. In addition, 100% rated that support as good/fair.

On average 2.25 fly tipping enforcement actions were conducted for each fly-tipping incident, showing the Council's continued commitment to maintaining the cleanliness of the district.

Priorities - Our Communities

Priority Delivery Actions

Leisure Contracts

A successful Leisure Procurement process was concluded in 2017/18 which resulted in the Council awarding a number of long term strategic contracts. These new partnerships will see new specialist operators manage our leisure, arts and countryside services from 1 April 2018. The new partnerships will deliver significant benefit to the District and are closely linked to the goals and priority objectives of the Council's Sport and Physical Activity Strategy and recently launched Arts Strategy.

Crime Rate

North Kesteven was once again named the safest district in the Country with the lowest crime rate per thousand residents. This marks the fourth consecutive year that the area has held this honour with a rate of 26.1 crimes per 1,000 people. Despite low overall crime rates, North Kesteven's Anti-Social Behaviour team still work diligently in partnership with the local police in order to ensure that all crime is tackled effectively and efficiently.

Food Hygiene

100% of the planning inspections for food hygiene were completed this year, with 97.21% of food business being broadly compliant with food hygiene law. In comparison with national figures, the Council has shown great improvement, as nationally, only 85% of inspections were completed, alongside 89% of food business being broadly compliant with food hygiene law. As a result of consistently striving to improve food hygiene standards within the District, food related complaints have fallen by 24.3%.

Cycling Strategy

The Council also reviewed its Cycling Strategy in order to focus on and further promote the ambitions of the Sports and Physical Activity Strategy. The Cycling Strategy aims to increase participation, promote safer cycling and provide more opportunities for people to cycle. The Strategy sets out cycle routes through the District and support for safe cycling training.

Universal Credit

The new Universal Credit system was introduced to select postcodes within the District. The new system includes benefit claims for Job Seekers Allowance, Income Support, Housing Benefit, Employment Support Allowance, or Working/Child Tax Credits and seeks to make the management process for benefits easier. The currently affected postcodes are NG23, which moved over to universal credit as part of the Grantham rollout, with LN10, LN4, LN5 and LN6 following, before it is rolled out to the entire District.

NK Arts Partnership

In recognition of the success and clear impact of the NK Arts Partnership over the last 26 years and, specifically during the last four years, the Council has once again been successful in an Arts Council England bid to remain a National Portfolio Organisation for a further four years, which brings significant investment and artistic opportunities to the District.

Visitor Numbers

Visitor numbers to the District saw a rise of more than 100,000 people on the figures from 2015/16 which benefited the local economy by £126.65 million. The rise has been attributed to the increasing provision of the local venues, heritage sites and nature parks.

Priorities - Our Council

Ambitions:

Customer focused NK

High quality, value for money NK

Open and accountable

Performance Measures:

- 95% of customers were able to contact the Council via their preferred communication method
- 94% of customers were satisfied with the way their request was handled
- 92% of residents felt that the Council provides good quality services
- 84% residents believe that the Council offers value for money
- 90% of people are satisfied with the way the Council runs things
- 94% of complaints are responded to within 15 working days.



Service Statistics

Of the 79 complaints received, only 10 progressed beyond the first stage of the complaints process. This means 87% of complaints were settled at the first stage of intervention. In addition, in the same period, 46 customer compliments were received for excellent customer service.

Over 650,000 customer contacts were made through the website last financial year, along with 92,000 telephone calls and 23,000 face-to-face interactions.

The availability of critical network infrastructure and applications in our IT systems saw an uptime of over 99%.

Quotes from our residents

“Great customer service from the member of staff: friendly, thorough and achieved the outcome for me.”

“The telephone staff are very helpful and polite.”

“NKDC’s representative could not have done more to help me.”

“The service was first class, no improvement needed.”

“The two occasions I have contacted you have been dealt with promptly and to my satisfaction.”

Priorities - Our Council

Priority Delivery Actions

The NK Plan

The NK Plan was once again refreshed in order to set forth the Council's vision for the coming three years. The Plan summarises the Council's strategic approach to all projects, budgets and performance monitoring with a series of the challenging ambitions and actions.

In order to shape the NK Plan a large scale consultation was undertaken with various surveys and face-to-face consultation sessions being undertaken with residents and key stakeholders in the District. The outcome of which was a new priority 'Our Environment'.

ICT Improvements

The ICT infrastructure systems saw a large refresh in light of recent cyber security vulnerabilities and increased pressure on the existing systems. The refresh saw investments in cloud based storage which will alleviate the strain on existing hardware and make accessibility easy for all users. In addition, substantial investments were made in security measures including ransomware protections and port scanning capabilities. These investments aim to minimise threats and keep pace with the current trends in ICT.

Equality and Diversity

The Equality and Diversity Policy of the Council was refreshed as a reaction to increasing evolution in this area, which the Council strives to stay ahead of. In keeping with this, substantial work has been undertaken to look at the 'Gender Pay Gap' within the organisation.

Digital Hubs

Digital hubs have been setup in Heckington, Osbournby and Ruskington in order to assist residents to be able to access services, apply for jobs and build confidence in using the web. This has been a pro-active measure to assist residents with free support and guidance in being able to access the internet and online services. The groups have been well attended and positively received, with everyone stating that their confidence had increased.

General Data Protection Regulations

The Council received substantial assurance on a recent audit of its work to become compliant with the General Data Protection Regulations (GDPR). A suite of GDPR related policies were approved providing colleagues with easily accessible information and processes to follow. There was increased employee training, regular meetings with Information Asset Owners, and a review of existing contractual arrangements involving third parties processing personal data. This culminated in the Council's Data Protection Officer winning the inaugural ICO Practitioner Award for excellence in data protection.

Financial Review:

- General Fund
 - Housing Revenue Account
 - Capital Expenditure
 - Future Financial Plans
-

Financial Review: General Fund

Financial Environment

The financial year began with the setting of the budget in February 2017. The following sections describe the actual performance against this budget.

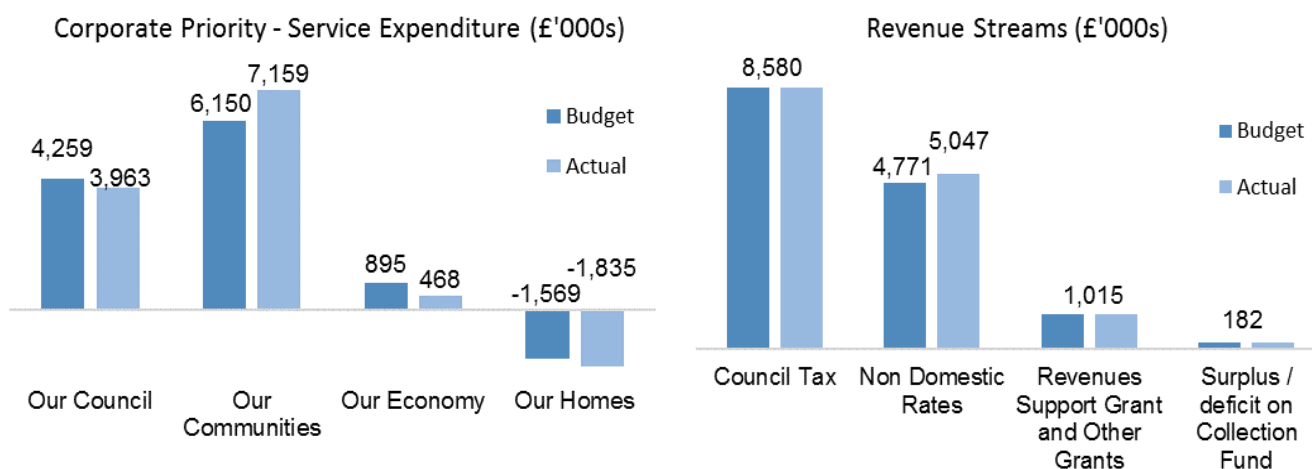
In common with the rest of local government, the Council has seen significant reductions in its core funding creating an increasing reliance on Council tax and the need to seek alternative income sources to maintain service delivery.

Therefore difficult decisions have been taken by the Council in order to establish a balanced financial plan for the next three financial years, given the finite resources that will be available. The Council has proactively sought to find ways to protect services and has found the majority of savings from efficiencies and increased income rather than cuts to service delivery.

General Fund

The General Fund covers all net spending by the Council on services other than those accounted for in the Housing Revenue Account. General Fund services are funded via contributions from Business Rates and Council Tax, Fees and Charges, as well as Government Grants.

The graphs below show both the expenditure of the general fund, broken down by Corporate Priority, as well as the revenue stream from which this money came.

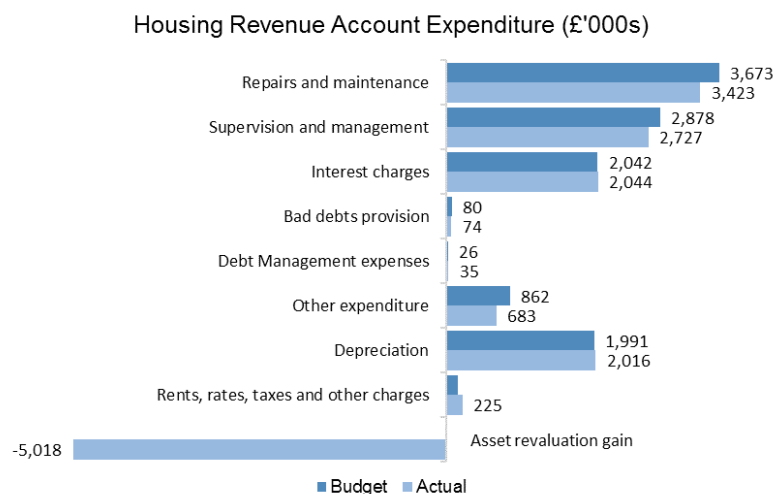


Financial Review: Housing Revenue Account

Housing Revenue Account

The Housing Revenue Account (HRA) has to be maintained as a separate account and contains all the expenditure and income relating to the Council's function of managing and maintaining Council owned dwellings as a social landlord.

For 2017/18, the approved budget for the year showed a balanced Income and Expenditure. The actual net expenditure for the year reflected a surplus of £629,169.

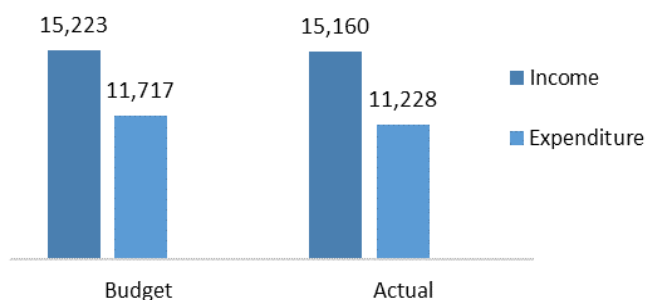


As at 31 March 2018, the Council maintains £750,000 as a working balance for the HRA to cover any unforeseen expenditure in the operating of the Council's housing stock and any unforeseen financial risks. The In Year surplus was transferred to the HRA Earmarked Reserve (£167k) and the Major Repairs Reserve (£462k).

Income £'000

Budgeted Rental Income:	£15,211	
Actual Rental Income:	£15,105	£106
Budgeted Other Income:	£12	
Actual Other Income:	£55	£43
Overall Budgeted Income:	£15,223	
Overall Actual Income:	£15,160	£63

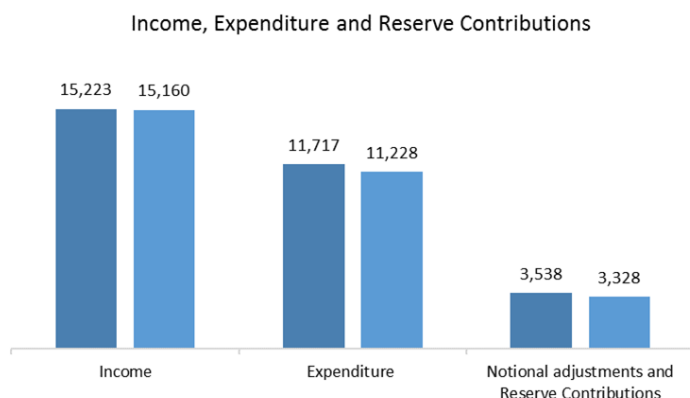
HRA Income vs. Expenditure



Financial Review: Capital Expenditure

Capital Expenditure

The Council's capital expenditure on the provision of new or enhanced assets is largely met from reserves and borrowing, but also to a lesser degree from government grants and contributions from third parties.



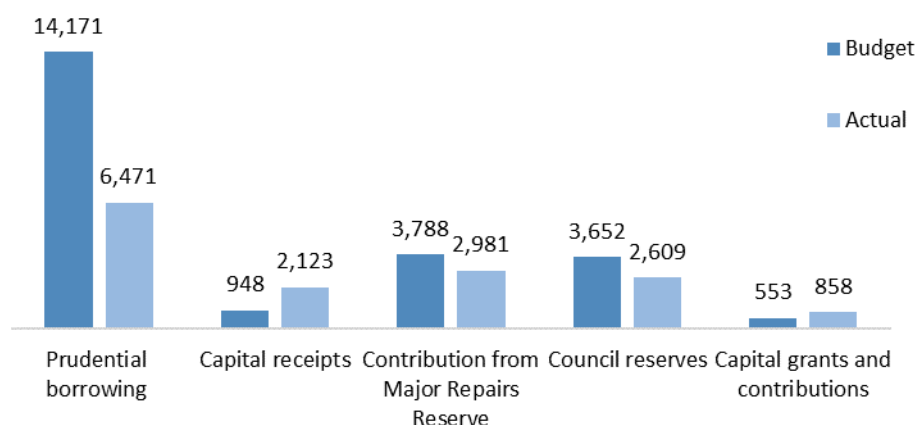
Capital expenditure for the financial year amounted to just over £15 million compared to the approved capital programme budget of £23 million, representing an underspend of £8 million. The reasons for this variance are delays on the Council's new build programme, savings in the replacement of housing stock components and a reduced call on loan issue to Lafford Homes Ltd.

The Council's Capital Programme has supported continued investment in the Housing stock (both new build and enhancement), seen near completion of the new Refuse Depot and seven, income generating, industrial workshops at Metheringham and loan financing to Lafford Homes Ltd.

The Council delivered seven additional new council dwellings at Daisyfield Lane, Sleaford and a number of other new build developments are currently under construction. Conversions at Eslaforde Gardens and Grantham Road, Sleaford produced eight new dwellings.

Seven properties were also acquired from the open market. The Council has continued investment in the current housing stock to maintain them as the Council's "NK Fabric First" standard. The major refurbishment and new build programme at Newfield Road, Sleaford is progressing and is scheduled for completion in March 2019.

Capital Expenditure Financing (£'000s)



Financial Review: **Future Financial Plans**

Corporate Plan and Vision:

The Council's Corporate Plan for 2018-21 sets the framework for Members, officers, communities, organisations and individuals to work together to deliver our vision of "a district of flourishing communities".

The NK plan is about making a difference for people and communities in North Kesteven. It is a plan designed to ensure that the Council continues to deliver excellent services for the flourishing communities in North Kesteven, whilst tackling the main challenges facing the District.

Key Focus Areas

Our Economy

- Complete the masterplan with Sleaford Moor Enterprise Park
- Take a proactive approach to the opportunities and challenges that Brexit will pose for our local economy
- Work closely with businesses across the District and facilitate business investment

Our Homes

- Begin construction of at least 19 new council properties
- Work with developers to deliver more homes, including affordable homes, in the District
- Complete the Newfield Road regeneration scheme
- Continue to invest in accordance with the Lafford Homes business plan to acquire further properties for the local rental market
- Bring back into use at least 20 more empty homes

Our Communities

- Implement our new leisure partnership arrangements
- Implement with partner authorities the new waste management strategy for Lincolnshire
- Continue to implement key strategies for homelessness and welfare

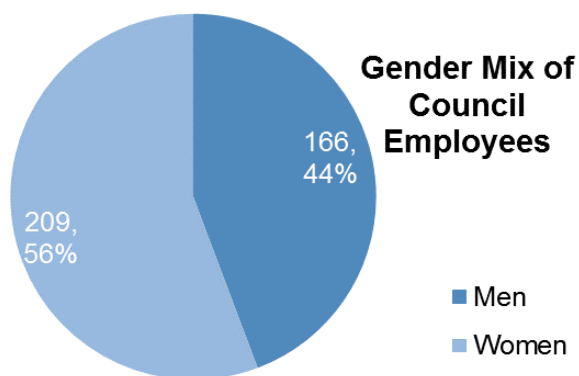
Our Environment

- Fully develop our new Environment priority
- Conclude and implement the open spaces strategy
- Champion further sustainability and reduction in emissions across NK

Corporate Functions:

- Governance
 - Our People
 - Access to information
 - Complaints
-

HR - Our People



Length of Service

The average length of continuous service for all Council employees is 10 years.

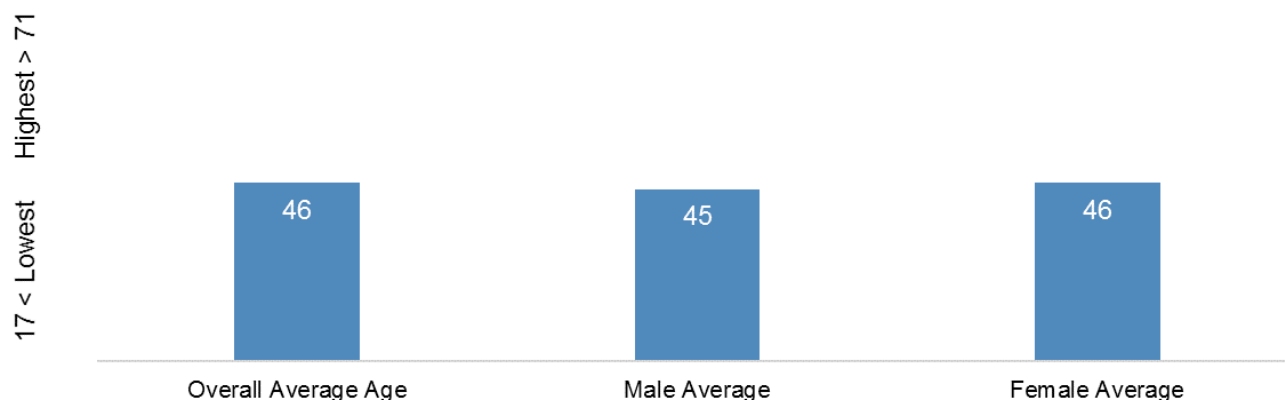
4 Employees have achieved over **40** years continuous service

17 Employees have achieved between **30 and 40** years continuous service

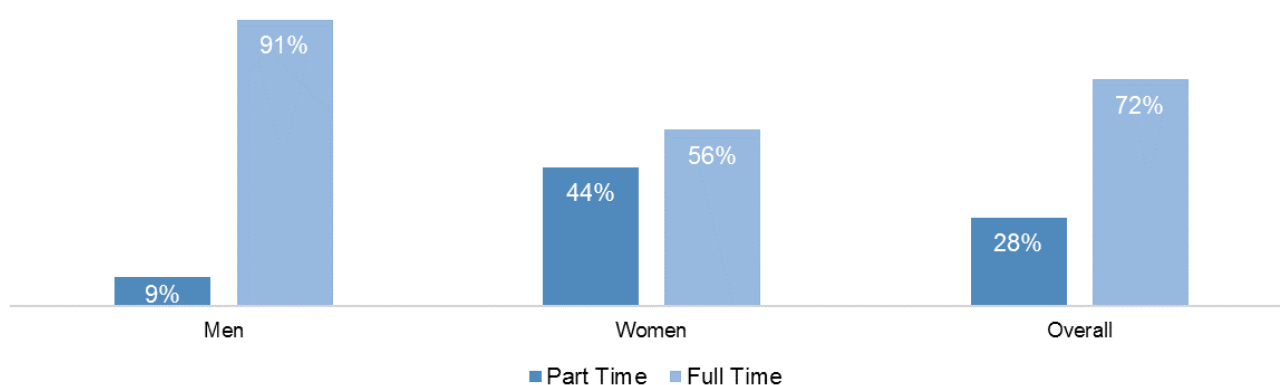
34 Employees have achieved between **20 and 30** years continuous service

120 Employees have achieved between **10 and 20** years continuous service

Average Age of Employees



Contract Type: Part/Full Time



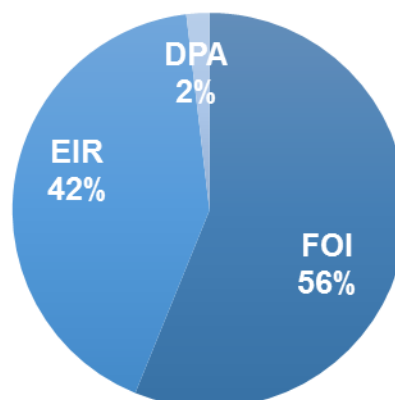
Access to Information

Access to information consists of three main pillars: Freedom of Information (FOI) requests, Environmental Information Regulations (EIR) requests and Data Protection Act (DPA) requests. These Regulations cover almost all areas of the authority giving the public access to information about the operations and activities of the Council. This in turn creates an atmosphere of openness and transparency which will lead to an increase in public confidence in the authority.

Key Statistics for 2017/18:

- 1,220 overall requests
- 685 FOI Requests
- 512 EIR Requests
- 23 DPA Requests
- 99.36% answered on time

Information Request 17/18



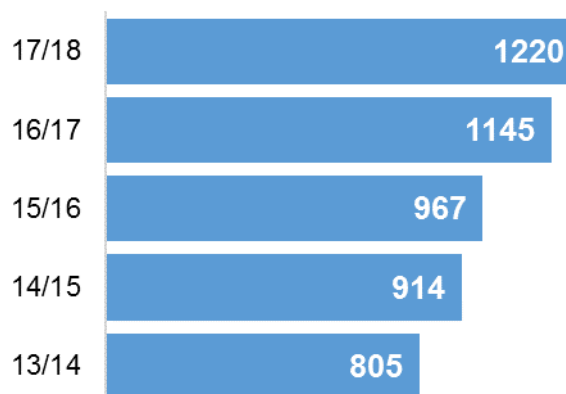
Since 2010 there have been:

6,537 overall requests
4,543 FOI Requests
1,878 EIR Requests
116 DPA Requests

How we performed this year:

Of the 1,220 individual requests, only seven were answered outside of the statutory time frame. This is less than 0.6% of the overall requests.

Requests per Year



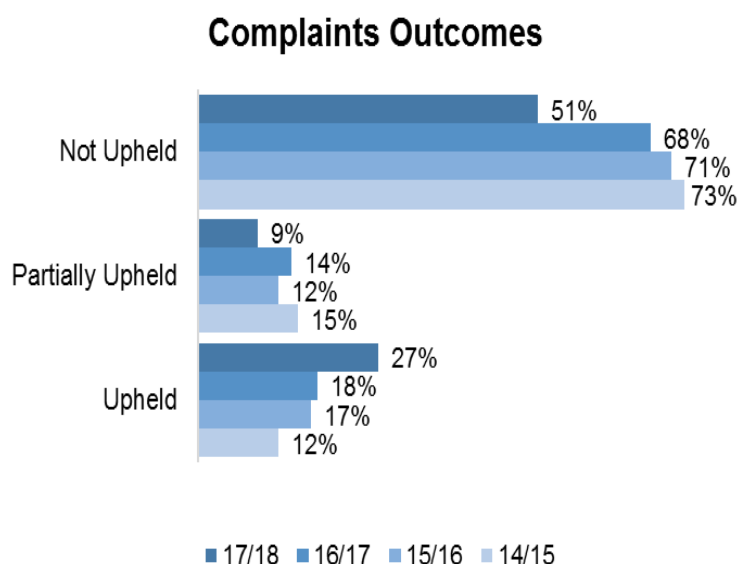
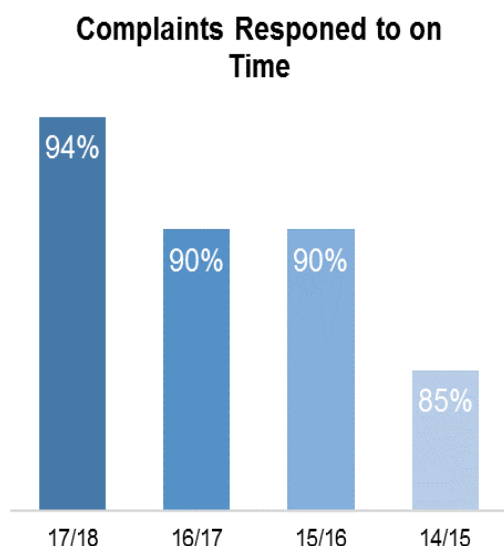
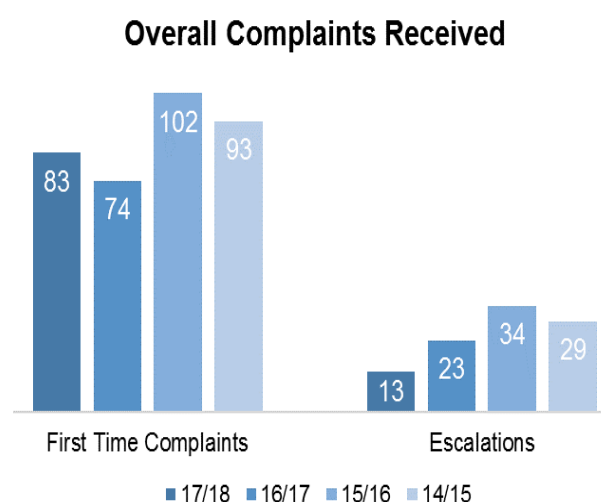
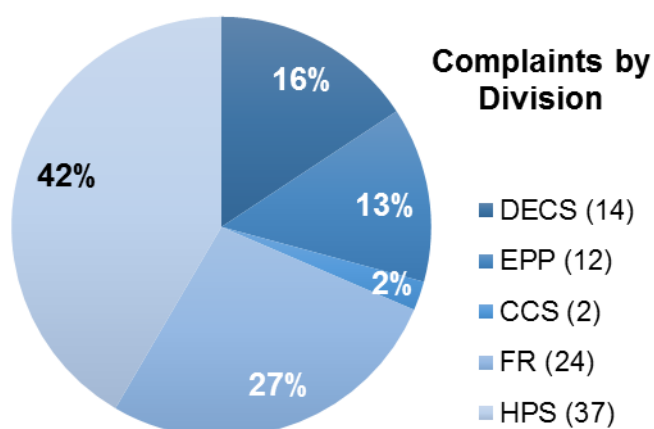
Complaint Management

The Council takes complaints very seriously and deals with them quickly and efficiently. We are committed to provide excellent customer service, but realise that sometimes things can, and do, go wrong.

We want to know if our residents are unhappy or dissatisfied with our services so that, wherever possible, we can try to put things right. We value resident's roles in helping us to improve our services.

Key Statistics for 2017/18:

- 96 complaints in total, 83 first time complaints and 13 escalations
- 36% of all complaints made against were upheld to some extent
- 94% of complaints were answered within the 15 day time frame



Consultation

Surveys are one of the Council's preferred methods for engaging with the public. They offer a straightforward way of contacting a targeted audience on a variety of different topics.

They are both affordable and effective for data collection with a rapid turn around.

This financial year we have formally consulted with approximately **9,923** residents on topics including tenancy, improvement works, corporate planning, customer, and council services.

We currently offer two different methods for completing our surveys, in order to be as inclusive as possible, a paper and an online version. This helps us to get views from a wide demographic mix. We also trialled some face-to-face consultation which, whilst more time consuming, can produce a more focused response base.

Survey	Total Responses
Customer Service Satisfaction	4,137
NK Plan Consultation	3,121
Star Survey	1,375
Improvements Works	407
Skellingthorpe Digital Access	399
Council Tax Consultation	396

The Headlines from our Surveys

- 83.9% of consultees feel the Council performs well with the money it has available
- 92.4% of consultees positively rated the quality of the Council's services
- 90% of consultees were either satisfied or very satisfied with the way the council runs things
- 96% of residents who contacted our customer services team were satisfied with the service they received
- 97% of recipients of a disabled adaption were either satisfied or very satisfied with the overall quality of work
- 93% of council house tenants were satisfied with the landlord services provided by the council

Decision Making:

- Political Structure
 - Executive Board
 - Overview and Scrutiny Panels:
 - ◇ Performance and Resources
 - ◇ Environment
 - ◇ Communities and Economy
-

Political Groupings and Decision Making

Political Structure

The Council has a total of 43 councillors spread over 26 wards. The role of an elected Member includes setting strategy, allocating resources, monitoring performance, representing people within their ward and community leadership and engagement.





There are:

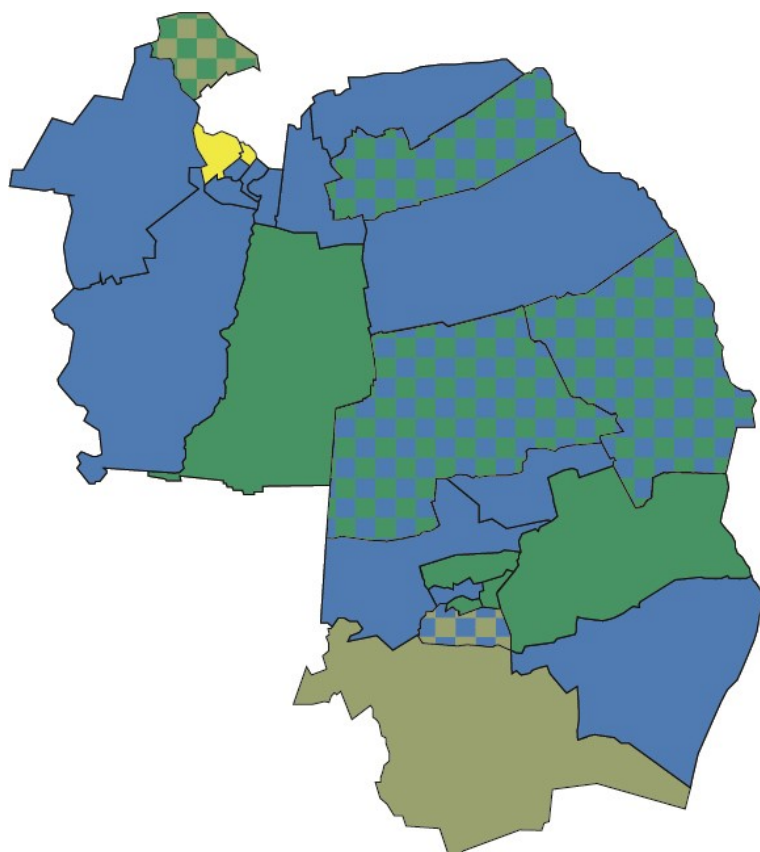
- 28 Conservative Councillors
- 10 Lincolnshire Independent NK Councillors
- 2 Hykeham Independent Councillors
- 3 Independent Unaligned Councillors

(all information correct as of July 2018)

Ward Political Distribution Map

Legend:

-  : Conservative
-  : Lincolnshire Independent NK
-  : Independent Unaligned
-  : Hykeham Independent



Executive Board

The Executive Board:-

- Provides leadership at a top level.
- Recommends the budget and key policy proposals to Full Council for agreement;
- Makes decisions on policies and is responsible for implementation of major plans and strategies;
- Prepares and publishes a rolling Forward Plan every month, covering the four months from the date of publication. This Plan contains matters that the Executive Board thinks will be the subject of a key decision during the period of the Plan. A key decision is one likely to involve expenditure or savings of more than £50,000 of revenue expenditure or £100,000 of capital expenditure, or to have a significant effect on people living or working in two or more wards; and
- Takes most of the key decisions within the budget and policy framework agreed by Full Council.

Executive Board Members

- Cllr Richard Wright (Leader)
- Cllr Sue Howe (Deputy Leader)
- Cllr John Money
- Cllr Ray Cucksey
- Cllr Peter Burley
- Cllr Lindsey Cawrey



A flavour of the decisions made:

- Approval given to increase NKDC's role within the Greater Lincolnshire Local Enterprise Partnership (GLLEP) especially in the responsibility to produce a Local Industrial Strategy for Lincolnshire
- Further development of the fabric of Sleaford with firm commitments to the 'Heart of Sleaford' project including plans for creation of a cinema and further public open spaces including a pedestrian footbridge connecting Money's yard to the Market Place. The decision was made to commit to a budget of approximately £1.5m.
- The decision was made to award the Arts Partnership contract to Lincs Inspire Ltd for the next five years with the option to extend for a further five years. This comes after the expiration of the existing contract with 1Life who have operated the retained venues for the past 15 years.

Performance and Resources Overview and Scrutiny Panel

Performance and Resource OSP Chairs

Cllr Lance Pennell (Chairman)
Cllr Mrs Gill Ogden (Vice-Chairman)



Service Areas

- Democratic Services and Member Development
- Procurement
- Revenues and Benefits Client
- Human Resources and Corporate Training
- Financial Services
- Payroll and Exchequer
- Insurance
- Efficiency and Value for Money
- Audit, Risk and Governance

Key Actions for the Year:

As well as their regular performance updates on Finance Monitoring, Treasury Management, the NK Plan and Value for Money, Members received the Target Budget for the year ahead and also proposed a Task and Finish Group which is now underway. Other highlights include:

Options for investment in a crematorium – January 2018:

Members received a report detailing options for investment in a crematorium in the district. The proposal was generally supported and the response to develop a crematorium in the district was generally positive.

Lafford Homes Business Plan 2017/18 – January 2018:

Members were presented with a report providing an overview of the work undertaken by Lafford Homes Ltd and plans for the future. Members were grateful for the update.

Gender Pay Gap (as at 01/04/17) – February 2018:

Members were presented with NKDC's Gender Pay Gap statistics, and were pleased to see the requirement in law and endorsed the importance of equal opportunities. The Panel were pleased to note the opportunities to continue to improve and contribute.

Payroll Services – Performance/Growth – March 2018:

The Panel received an update on performance and growth provisions for the Payroll team. Members congratulated the Head of Finance and Resources on the achievements of the payroll team.

Cross Panel Task and Finish Group – DCLG Select Committee Report: A cross-panel task and finish group has been formed to investigate the state of Scrutiny at NKDC in relation to the findings set out in the DCLG Select Committee Report on Scrutiny in Local Government. P&R are the lead panel for this TFG, with Councillor Mills taking on the role of Lead Member within the group.

Environment Overview and Scrutiny Panel

Environment OSP Chairs

Cllr Chris Goldson (Chairman)
Cllr Stewart Ogden (Vice-Chairman)



Service Areas

- Building Control
- Environmental Services and Public Protection
- Street Scene
- Open Spaces & Trees
- Waste Management
- Licensing
- Enforcement
- SustainNK
- Emergency Planning
- Health and Safety
- Joint Planning Unit

Key Actions for the Year:

The Environment Overview and Scrutiny Panel have engaged in some valuable pre-scrutiny over the past year, some highlights include:

Our Environment Priority: January 2018,

The Sustainability Initiatives Officer attended the meeting to discuss the newly adopted Our Environment Priority and engage in some early stage discussions on the focuses for the priority in the coming year.

Our Open Spaces Strategy: March 2018:

Members received a first draft of the new Open Spaces Strategy which was in the initial stages of development. Members provided feedback and suggestions.

The Joint Municipal Waste Management Strategy for Lincolnshire: April 2018:

Matthew Michell – Senior Commissioning Officer for Waste, Councillor Eddy Poll (LCC) – Chairman of the Lincolnshire Waste Partnership, and Councillor Wright - Member of the Lincolnshire Waste Partnership and Leader of the Council, were all in attendance at the meeting in April to discuss the draft waste strategy which was out for consultation.

Planning Gain for Health Contributions Task and Finish Group: In March 2018, the Panel formed a task and finish group to investigate the role of planning gain in aiding the delivery of health contributions, with Councillor Carrington as the Lead Member of the group.

Communities and Economy Overview and Scrutiny Panel

Communities and Economy OSP Chairs

Cllr Ross Little (Chairman)

Cllr Peter Lundgren (Vice Chairman)



Service Areas

- Economic Development
- Development Control
- Cultural Services - Leisure Client, Sports, Arts, Tourism and Heritage
- Customer Engagement
- Corporate Information
- Communications and Graphics
- Business Transformation and ICT
- Partnerships NK and Community Initiatives
- Strategic Housing
- Property Services

Key Actions for the Year:

As well as regular updates from Economic Development, the Leisure Contractors and Health Scrutiny throughout the year, the Communities and Economy OSP invited a range of internal and external representatives to discuss a range of issues. Some highlights included:

The Future of Local Access Points – July 2017:

Members engaged in discussion regarding the future of Local Access Points, and put forward some suggestions. It was agreed that the Customer Engagement Manager would return to the panel following consultation, with some options for Local Access Points going forward.

Planning Viability and Affordable Homes – January 2018:

The Panel were pleased to receive a report from the Housing and Strategy Manager which provided an overview of development viability and how that related to affordable housing delivered by Section 106 planning obligations.

Community Safety Priorities 2018-2021 – January 2018: The Panel considered a report from the Community Safety Manager on Community Safety Priorities (CSP) for Lincolnshire and North Kesteven for 2018-2021. Overall, the Panel suggested that North Kesteven Community Safety priority areas be amended to preferably reflect specific priorities and projects that could be resourced and delivered by NKDC. The Panel consequently put forward some recommendations for the Executive Board to consider.

Grange Farm Masterplan- March 2018: The Panel welcomed Nolan Tucker (Deloitte) and Patrick Moseley (Savills) who represented the Church Commissioners for England, the principle land owner associated with Grange Farm SUE. The Panel were updated on the progress of the development and engaged in valuable discussion with the representatives.

Youth Unemployment Task and Finish Group - In October 2017, the Panel formed a Task and Finish group to investigate Youth Unemployment within the District, with Councillor Lundgren elected as the Lead Member of the group. The group gathered a range of evidence and concluded their investigations in March 2018. The final report and recommendations were well received by the wider C&E panel, and will now be presented to Executive Board and Full Council.