

North Kesteven District Council's Annual Report 2018-19



North Kesteven
DISTRICT COUNCIL

Foreword

Again, it is a pleasure and a privilege that I provide a foreword to the Annual Report; this time looking back over 2018-19, a year characterised by new partnerships, 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 last April, I am struck by some phenomenal results across all areas of the authority. Among these are:

- The transition of our arts, leisure and countryside service contracts to three social-enterprise partners who have fulfilled our confidence in steering ongoing excellence whilst achieving considerable savings on previous arrangements;
- Embedding of a new partnership to deliver Lincolnshire's wellbeing service county-wide;
- Growth of Lafford Homes, our new operation unlocking more housing choice for all;
- Furtherance of a range of job creation and investment opportunities to promote onward economic growth and prosperity for the District, including the purchase of 37 acres of enterprise land in Sleaford;
- Continued growth in our own housing provision and support for broader housing need;
- Participation in the Electoral Integrity Pilot to test the principles of Voter ID on behalf of the Cabinet Office; and
- Recognition of the Council's progressive advancement of healthy lifestyles, leading from the front as winner of the Active Lincolnshire Active Workplace 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:

- Our Economy
 - Our Homes
 - Our Environment
 - 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
- Supportive NK
- Healthy, fit and vibrant 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 :

- 137 jobs created as a result of Council intervention
- 33 new investments in NK for regeneration projects
- 315 jobs created and/or safeguarded as a result of targeted support by the Council
- 3.6ha hectares of employment land has been developed for delivery of jobs
- 96% average workshop occupancy across the workshop portfolio

Priority Delivery Actions

Sleaford Moor Enterprise Park

North Kesteven District Council purchased Sleaford Moor Enterprise Park, a 14.58 hectares (36 acres) Strategic Employment Site, as allocated in the Central Lincolnshire Local Plan 2017. This site is an extension to the established Sleaford Industrial Area which includes the popular Sleaford Enterprise Park to the north east of the town.

Since acquiring the site, work has been progressing focusing on how to develop and deliver the new development. A new governance structure has been created and approved, a high level options appraisal and delivery strategy has been undertaken and, from this, a framework business plan approved. A utilities expert has been commissioned to explore an appropriate energy supply for the site and a compliant tender exercise was commenced to appoint an external design and project management team to work alongside the in-house Project Team in order to masterplan the site and then move into physical site delivery.

The employment site is estimated to create a further 500 jobs with an overall investment of £44 million into leasehold and freehold provision.

Priorities - Our Economy

Discovery Park, Whisby Road, North Hykeham

Plans are currently being developed to deliver a new industrial scheme for the Council on Discovery Park as part of a Design and Build project. The £2.2 million investment will see 14 industrial units ranging in size from 750SqF to 2,800SqF, totalling 21,000SqF of industrial space. The units will provide start up and grow on space for businesses in the LN6 area and will complement the scheme at Blackwood Court on Teal Park.

The application for planning permission is expected to be submitted in September 2019 and, subject to approval, works will start on site in early January 2020 with completion at the end of October 2020 ready for occupation. The development will also enable an additional 6,000SqF industrial building to be constructed for a local business, allowing the business to implement their growth plans.

New Business Investment

Approvals were also given for further business expansion in Witham St Hughs with planning permissions being granted for the development of 95,000 ft² of warehousing and manufacturing units.

More short term investments were made throughout the year with district-wide workshop provision increasing to 110 units and further grow-on space provided to existing businesses within the District.

Heart of Sleaford Project

Work to deliver this major regeneration project continues. The proposals will now see a three screen cinema and integrated restaurant based on the old Buttermarket building provided at a cost of almost £4 million. Key works have been ongoing into the legal and procurement frameworks required to deliver the various stages of this major scheme which will also include a significant public realm works providing direct pedestrian links between Moneys Yard and the Market Place.

Visitor Economy

The tourism sector saw further growth throughout the year with reports indicating that 3.08 million people visited North Kesteven in 2017, which represents a 4.4% increase from previous years. The Visitor Economy is estimated to have raised £137 million for the local economy, again an 8% rise on previous years, which supported around 2,000 full-time-equivalent jobs.

Priorities - Our Economy

Visitor Economy (continued)

Approvals and partial funding was provided for the creation of a Lancaster Bomber sculpture between Lincoln and Newark to honour Lincolnshire's rich aviation history. Also further Heritage Lottery funding has been secured for regenerating Mrs Smith's Cottage in Navenby and for further enhancements to be made to the riverside in Sleaford.

The Sleaford Strategic Delivery Plan, which was approved during 2018/19, looks to pull together various aims and ambitions for the town with a focus on transport, retail outlets and entertainment/cultural venues. The overall objective of the Strategy is to create a friendly and relaxed atmosphere for the town centre and encourage use of the attractions.

Transport Investment

The Council has secured £2 million government funding towards the improvement of both the A17 Holdingham Roundabout and the A17/A153 Rugby Club junctions. This will be used to contribute towards the cost of significant highway improvement works aimed at alleviating queuing and congestion.

The overall cost of the works will be funded from a combination of monies secured from housing planning permissions, and direct funding from North Kesteven District Council and Lincolnshire County Council.

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:

- 18 new Council Homes provided
- 99.3% of repairs to Council Homes completed right the first time
- 95% of tenants satisfied with the Landlord service provided by the Council
- 136 new affordable homes delivered
- 20 private sector empty properties brought back into use



Service Statistics

3,648 met the NK Homes standard for the fabric of the buildings by the end of the financial year, which represents over 95% of all council owned properties.

12,341 of all repairs (12,426) were completed right the first time.

The average time a property stood empty between tenancies was 27 days.

92% 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:

“I am completely satisfied with the adaption that was made to my bathroom, it is much safer and the work that was carried out makes it easier for me”.

“All went well. I'm so pleased with result”.

Council Tenants:

“Comfortable well maintained, convenient.”

“Cosy, comfortable, good neighbours”.

“Help is there when needed. People are always friendly and polite”.

Priorities - Our Homes

Priority Delivery Actions

Local Plan and Housing Delivery

The Central Lincolnshire Local Plan was adopted on 28 April 2017, covering the period 2012-2036. It is a joint plan covering the administrative areas of City of Lincoln, North Kesteven and West Lindsey. The Local Plan introduced a housing requirement for Central Lincolnshire of 36,960 dwellings across the plan period which equates to 1,540 dwellings per year. From 2015 to 2018, for Central Lincolnshire, the housing requirement in the Local Plan was 2,938. The number of houses delivered was 2,959, which is 100.7% of the target.

Furthermore, the Central Lincolnshire Local Plan continues to be successfully used as the framework for promoting sustainable housing development and considering planning applications. For example, approvals were given for the development of 1,450 new homes to be built at Handley Chase in Sleaford. The plans include shopping facilities and relevant infrastructure to support the increasing residential population.

Quarrington School

Work began in September 2018 on the long-awaited conversion of the iconic 150-year-old former school into unique homes at the heart of Sleaford. The Council is set to invest £1.312 million on the project, along with a further £400,000 from Homes England's Affordable Housing Programme to deliver nine homes for social housing.

Lafford Homes

The Council's wholly owned subsidiary housing company, Lafford Homes Ltd, further developed plans to offer more housing choice and to respond to the unmet demand for more, better private rental opportunities. Lafford Homes Ltd acquired 15 more houses during 2018/19, as well as building a further 40 new properties for the private rental market.

Council Housing

The Newfield Road project, the Council's largest ever capital investment scheme, drew even closer to completion this year. The scheme has seen an investment of £8.889 million for the development of 18 new houses and the regeneration of a further 63 existing properties.

The Council housing services compare highly on cost and satisfaction against other social landlords with stock of a similar size to our 3,842 properties:

Satisfied with repairs service - 1st out of 55

Value for money of rent - 2nd out of 57

Quality of home - 3rd out of 57.

Priorities - Our Homes

Council Housing (continued)

These developments and consistent investment into the housing stock within the District has led to the recognition of the Council as one of the leading Local Authorities for meeting the housing needs of its local area. The Council was shortlisted for a UK Housing Award for Strategic Local Authority of the Year as a result of its excellent service as a social housing landlord and the development of additional affordable housing.

Housing Need

During 2018/19, North Kesteven allocated 281 Council houses to people in need. In addition, 125 people were successfully nominated to other housing providers.

Priorities - Our Environment

Ambitions

Conserve and improve NK's heritage and natural environment

Champion sustainability across NK

Promote and protect environmental



Performance Indicators :

- 36.5% per capita reduction in CO₂ emissions throughout the District since 2005
- 99% of food businesses within the District broadly compliant with legislation
- 96% of new homes created reaching an Energy Performance Certificate (EPC) level A-B

Priority Delivery Actions

Electric Car Charging

Installed some of the District's first electric car charging points, at ONE NK Sports Centre.

Carbon Emissions

The Council has strived to reduce carbon emissions from all local authority operations, which has led to a 67.2% reduction since 2008. The success of the projects to reduce CO₂ production has meant that North Kesteven has far exceeded the initial target of 40% by 2020, and sets the precedent for further reductions to its carbon footprint in the coming years.

Public Engagement

The Council hosted an extensive public engagement exercise at the Heckington Show, engaging with an estimated 4,000 visitors – mainly focusing on: responsible recycling, plastics reduction, tourism, the astonishing breadth of manufacturing locally and service delivery.

District Greenhouse Gas Emissions

The District greenhouse gas emissions performance from 2005 to 2017 reduced by 27.35%, which far exceeded the Council district target of 20% by 2020.

Priority Delivery Actions

Live Earth Primary School Competition

120 pupils from four schools participated and were visited by Global Sleaford (community group) members and a trained teacher provided by Christian Aid to be taught about the causes, effects and some of the solutions to climate change. Teachers from the schools received a tour of the Sleaford Renewable Energy Plant and were loaned renewable energy education resource boxes to take back to the classroom.

97 letters to the Leader of the Council and the MP were entered/received containing the children's suggested solutions with 20 letters being shortlisted by the organisers. In April 2019 a prize giving event was held in the Council Chamber. The shortlisted children read their letters to the Leader (along with parents and teachers) and received certificates and a book on climate change. The winners and their school received book tokens, and the school received five copies of the climate change book for their libraries.

Nine Focus Groups

As part of the delivery of the new 'Our Environment' Priority, North Kesteven District Council has created nine environmentally focused work groups to focus on various aspects of Council services to ensure they are as environmentally friendly as possible.

Energy and Utilities

All sites within the Council's direct control are now on a 100% zero emissions renewable electricity tariff. This has resulted in less than 2% of the Council's total emissions now coming from its consumption of electricity.

Reducing the Use of Plastics

In response to the international campaigns on marine plastic pollution, the Council has worked with the Youth Panel and Heckington Show. The Council's office plastic use has been audited with actions to reduce its use of plastics being identified, and a draft policy has been written.

Plastic disposable cups have been already been replaced with reusable glasses. Furthermore, the canteen encourages the use of reusable cups, plates and cutlery instead of disposable take away containers, and offers a discount for colleagues using their own mugs.

Plastic bottle refill points were provided at Heckington Show, and the Council had a display in its marquee where it held a disposable plastic bottle amnesty and gave out reusable cups in replacement.



Priority Delivery Actions

Social Value and Procurement

Staff have been trained to complete Sustainability Impact Assessments, which focuses on identifying environmental impacts at the outset of all projects. Assessments now accompany all reports to inform decision-making which entrenches environmentally focused principles to all Council activities. Environmental considerations have also been incorporated into a new Social Value Toolkit, developed to guide colleagues during the procurement process.

New Build Policy

A desktop whole life cycle comparison study of the Council's housing standards has been undertaken to gain a robust understanding of the cost to build and maintain the Council's latest standards across the life expectancy of these homes. This will inform the review that is currently underway.

Air Pollution

Current air pollution data has been analysed, which identified two pollution 'hot spots' near primary schools (with traffic congestion a twice daily main source of air pollution) - in Bracebridge Heath and Eastgate, Sleaford. The Council is working with travel charity 'Sustrans' to develop better air pollution monitoring and community campaigns, particularly for Clean Air Day 2020.

Transport Fleet

The data for 13 waste and recycling vehicles has been analysed, and the current fuel efficiency of the fleet compared to vehicle specification and standards has been determined. The group is now working on identifying how to improve fuel efficiency and reduce air pollution.

Protecting and Investing in our Built and Natural Heritage

A £25,000 annual grant aid fund by NK Heritage Grant Fund was approved to assist in the repair, reinstatement, restoration or maintenance of certain traditional buildings in the public and environmental interest, where additional costs involved are not covered by the economic value of the building/site.

The Council has also worked with the Greater Lincolnshire Nature Partnership and developed a method to identify the existing and future benefits of ecosystem services using a new method created by Natural England. Natural England are very interested in the work the Council has been doing and the group are providing feedback to help them monitor how their indicators can be used at scale and develop the method further.

Priorities - Our Communities

Ambitions:

Clean, safe and inclusive communities

Supportive NK

Healthy, fit and vibrant NK



Performance Measures:

- 145,080 visitors to outdoor and countryside facilities/events
- 794,255 visitors to indoor sport and leisure facilities
- 151,394 visitors to Cultural venues and ArtsNK Programmes
- 299,247 visitors attended the Whisby Natural World Centre
- 29.8% adult participation in sport
- 532 homelessness cases prevented through advice and prevention tools

Service Statistics

97% of all missed bin collections were put right by the end of the next working day, and 98% of bulky waste was collected within 5 working days of the request being made.

Over 45% of all household waste was sent for reuse, recycling and composting.

100% of residents surveyed who had experienced anti-social behaviour were offered support.

On average 3 fly tipping enforcement actions were conducted for each fly-tipping incident.

95% of the 858 Digital Hub customers felt that their confidence with computers had increased as a direct result of engagement sessions throughout the year.

Priorities - Our Communities

Priority Delivery Actions

Leisure Contracts

The three new social-enterprise partners which successfully won the Council's tenders to run its arts, leisure and countryside services ensured a seamless transition to deliver excellent services. This was building on the Council's own £6.8 million investment which has transformed them from subsidised services to having the potential to earn the Council an estimated £10 million over a decade.

National Centre for Craft and Design Refurbishment

As part of the early planning stages of the proposed £1.2 million investment for the refurbishment and reconfiguration of the National Centre for Craft and Design (NCCD), the Council undertook a consultation exercise with users, non-users and various stakeholders of the building. The consultation will form a cornerstone of the further developments and plans by gaining feedback on all aspects of the NCCD, including live performances, workshops, family activity areas and other facilities. Of all the responses the most overwhelmingly important aspect was 'High quality exhibitions', which was rated as the most important area by 95% respondents.

Furthermore, in recognition of the Council's previous refurbishment efforts, a RICS Tourism and Leisure award was won for the £3.839 million investment in ONE NK at North Hykeham.

Wellbeing

There was active participation in shaping and delivering the countywide Wellbeing Lincs service with approximately 6,000 people supported over the year. It built on the exemplar qualities of the previous NK Wellbeing Service to promote independent living, and was successfully selected as one of nine public sector partnerships shortlisted for a prestigious local government award.

Food Hygiene and Health

Food hygiene levels continued to excel and for the fifth year running the Council carried out 100% of its planned inspections, with 96.64% of premises rated as broadly compliant with food hygiene regulations (with a rating of three to five). Again, this is higher than the national average of 89%. Accompanying high standards in hygiene, North Kesteven became the first Council in Lincolnshire to award food outlets for promoting healthier options to their customers.

Priorities - Our Communities

Community Champions

The authority's annual Community Champion awards saw a record number of unsung heroes from around the District who voluntarily give up their time for the benefit of others celebrated. Across an expanded nine categories, 29 finalists were honoured at a celebration evening at International Bomber Command Centre.

Armed Forces Week

An expanded range of celebrations allied to Armed Forces Day was staged, honouring 12 veterans. This included hosting a community celebration 'NK Fest', which was a free family friendly event, including music bouncy castle, climbing wall, stalls and holding a talent competition.

New Animal Licensing Laws

North Kesteven became one of the first District Councils in the country to begin applying new animal activity licencing laws. New licensing laws covering expanded range of animal activities, boarding, breeding, sale and training of animals. They are now all covered by a single type of licence, 'animal activity licence', which has reduced administration ,whilst maintaining and improving existing animal welfare standards.

Mrs Smith's Cottage

Further Heritage Lottery funding was secured to regenerate Mrs Smith Cottage in Navenby and enhance the riverside of Sleaford. Mrs Smith's cottage offers unique insight into life in Lincolnshire in early 1900s. The first stage grant in 2016 enabled exploratory works and proposal for restoration. This year, the second stage grant of £403,800, is intended to enable restoration to take place, with reopening expected late 2019.

Customer Service

Further extensions were made to the Council's digital engagement efforts with a new email news alert system, which gives residents the option to sign up for information direct from the authority.

In addition, the Digital Hubs saw increased engagement for residents looking to improve their digital literacy. The aim of the scheme is to equip people with the skills to engage with an increasingly digital focused world.

Priorities - Our Council

Ambitions:

Customer focused NK

High quality, value for money NK

Open and accountable NK

Performance Measures:

- 90% of customers were able to contact the Council via their preferred communication method
- 73% of residents felt that the Council provides good quality services
- 87% of residents believe that the Council offers value for money
- 94% of people are satisfied with the way the Council runs things
- 95% of complaints are responded to within 15 working days.



Service Statistics

Of the 81 complaints received, only 15 progressed beyond the first stage of the complaints process. This means 81.5% of complaints were settled at the first stage of intervention. In addition, in the same period, 91 customer compliments were received for excellent customer service.

Over 233,512 customer contacts were made through the website last financial year, along with 23,000 telephone calls and 5,000 face-to-face interactions.

The availability of critical network infrastructure and applications in our IT systems saw an uptime of over 99.83%.

Quotes from our residents

“Prompt, courteous and just right, keep it up.”

“Easy and quick, polite staff”.

“Helpful understanding and efficient.”

“Quick response excellent service”.

“Very polite, helpful and informative”.

Priorities - Our Council

Priority Delivery Actions

Budgets

The Council have set forth a balanced budget for the next three years, allied to a bold and ambitious capital investment plan which totals £200 million over the next 10 years.

New Waste Depot

Delivered on time and on budget, the Council's new £4.1 million waste services depot in Metherringham, futureproofing the service for the next 25 years with enough room for fleet expansion as the District grows.

Voter ID Trial

The Council has successfully carried and participated in the Cabinet Office's Electoral Integrity Pilot. The Scheme, more commonly referred to as 'Voter ID Pilot', involved testing methods of making voting more secure against potential acts of electoral fraud. The Council was one of 11 authorities across the country and was one of the few rural Councils to participate in the pilot.

One of the biggest challenges of the scheme was advising members of the public of both the need for identification and which types of identification are acceptable. Various methods were employed to achieve a smooth transition into the new style of election, the most effective of which appear to have been the segment on BBC Look North and the advertisements on the refuse vehicles.

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 2018. The following sections describe the actual performance against this budget.

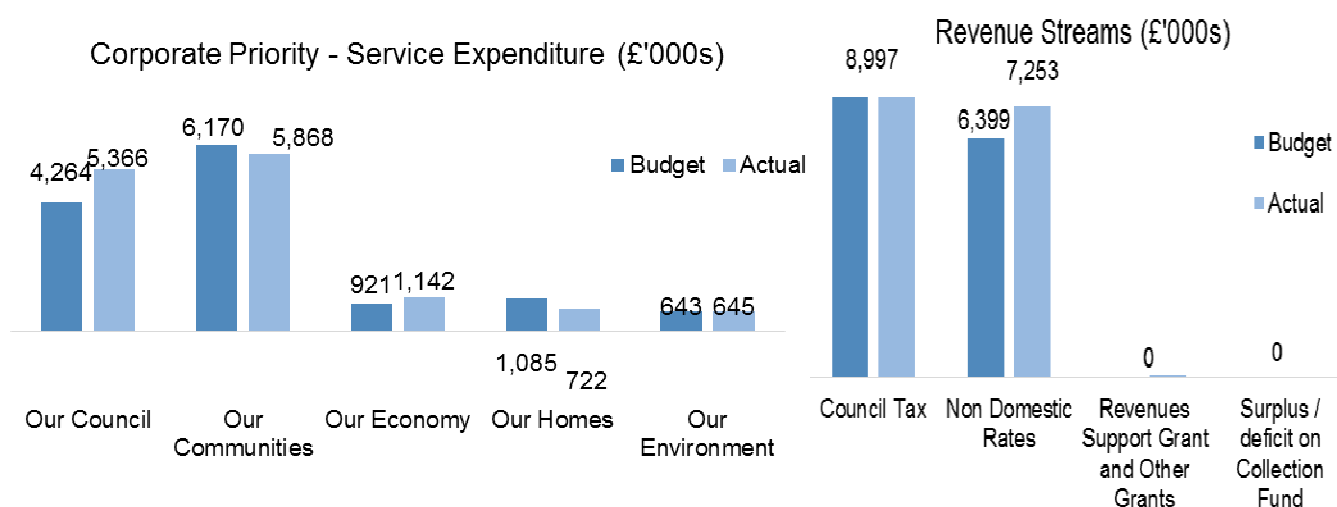
In common with the rest of local government, the Council has seen significant reductions in its core funding creating an increasing reliance on Council Tax and the need to seek alternative income sources to maintain service delivery.

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.



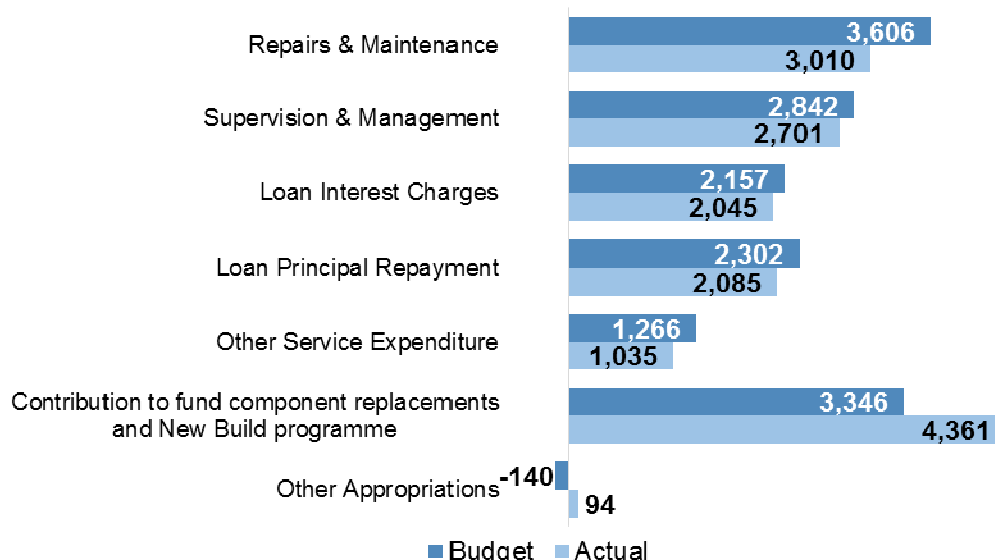
Financial Review: Housing Revenue Account

Housing Revenue Account

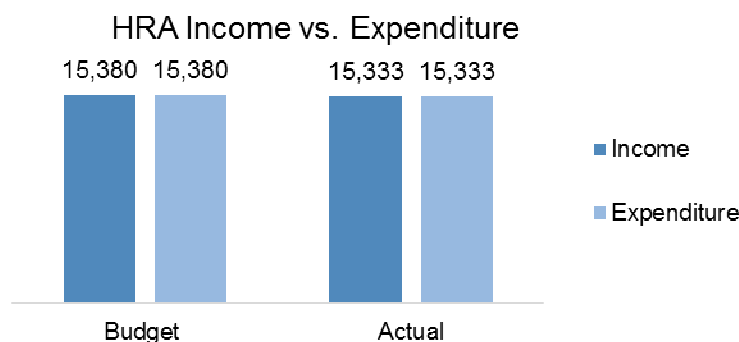
The Housing Revenue Account (HRA) has to be maintained as a separate account and contains all the expenditure and income relating to the Council's function of managing and maintaining Council owned dwellings as a social landlord.

For 2018/19, the approved budget for the year showed a balanced Income and Expenditure. The actual net expenditure for the year reflected a surplus of 1,058,327.

Housing Revenue Account Expenditure (£'000s)



As at 31 March 2019, 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 (£206,900) and the Major Repairs Reserve (£851,427).



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.

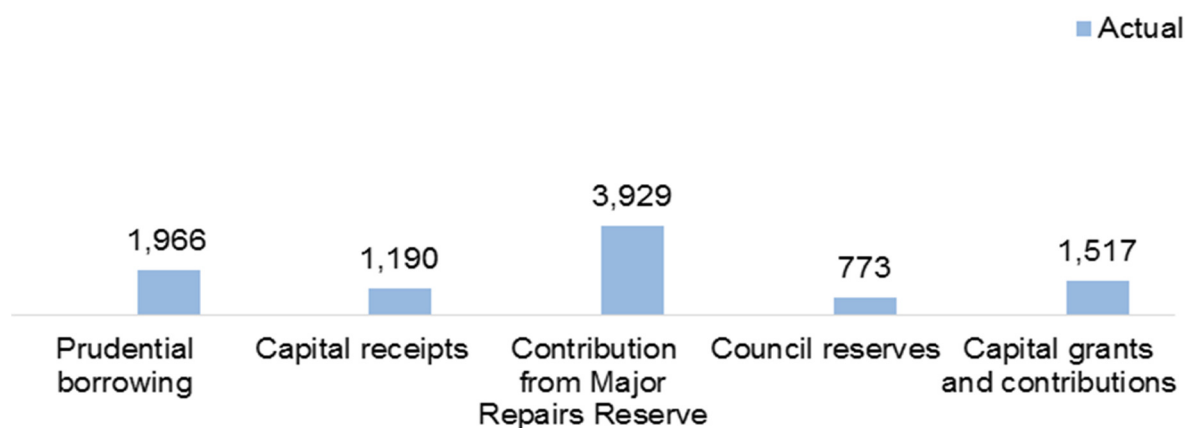
Capital expenditure for the financial year amounted to £9.4 million compared to the approved capital programme budget of £19.6 million, representing an underspend of £10.2 million. The reasons for this variance are delays on the reduced call on loan issue to Lafford Homes Ltd and delay in the delivery of the 'Heart of Sleaford Scheme'. In addition, there was a delay in the delivery of the kitchen and bathroom component plan, and the New Homes Build Budget was not fully utilised.

The Council's Capital Programme has supported continued investment in the current Housing stock (both enhancement and improvement) with particular focus on kitchens, bathrooms, heating and disabled adaptations. There is also continued investment in the Newfield Regeneration Scheme, Quarrington School Scheme, Grantham Road Scheme and Northfield Road Scheme (with the latter two being completed in 2018/19).

The Council's Capital Programme also provided the continuation of delivery in relation to Disabled Facilities Grants and continued investment in Refuse Freighter Fleet.

In addition, the Council delivered five additional new builds with a further two properties acquired from the open market.

Capital Expenditure Financing (£'000s)



Financial Review: Future Financial Plans

Corporate Plan and Vision:

The Council's Corporate Plan for 2018-21 set 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 Environment

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

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

Corporate Functions:

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

HR - Our People

North Kesteven District Council employs over 370 members of staff in over 190 different roles across multiple sites.

Length of Service

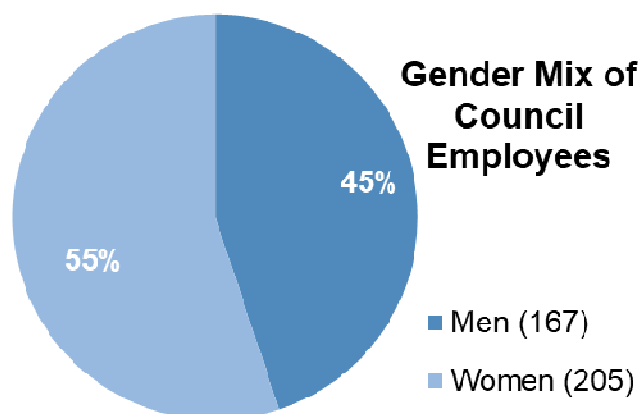
The average length of continuous service for all Council employees is 10 years.

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

9 Employees have completed between **30 and 40** years continuous service

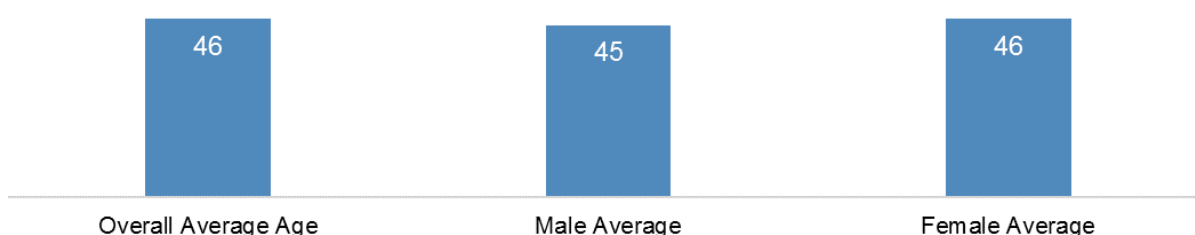
19 Employees have completed between **20 and 30** years continuous service

108 Employees have completed between **10 and 20** years continuous service

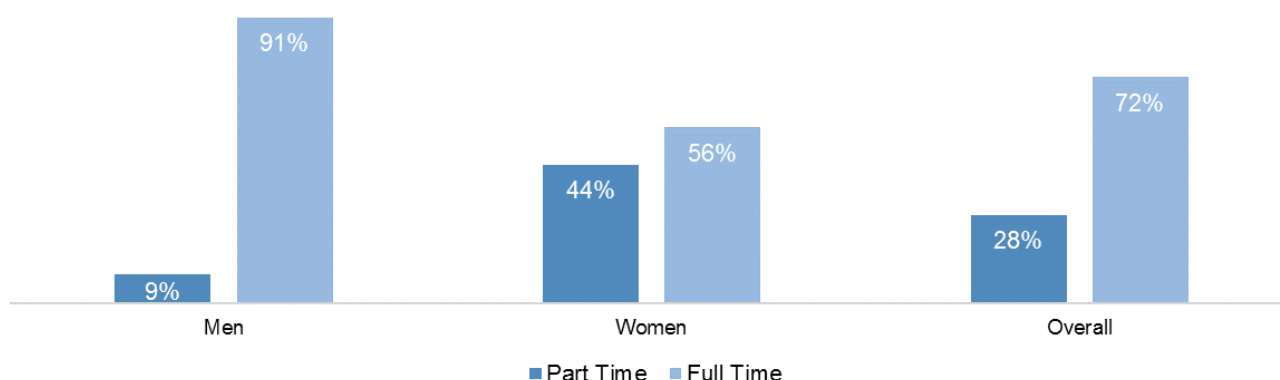


Average Age of Employees

Highest > 71
17 < Lowest



Contract Type: Part/Full Time



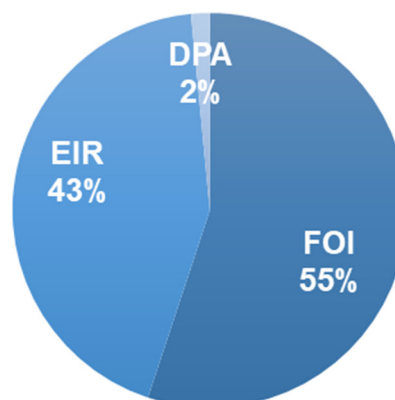
Access to Information

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 2018/19:

- 1,436 overall requests
- 791 FOI Requests
- 623 EIR Requests
- 22 DPA Requests
- 99.23% answered on time

Information Requests 18/19



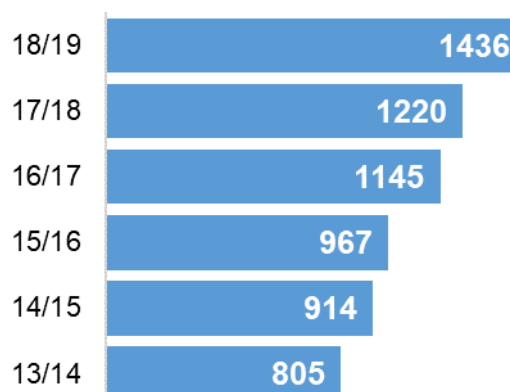
Since 2010 there have been:

7,973 overall requests
5,334 FOI Requests
2,501 EIR Requests
137 DPA Requests

How we performed this year:

Of the 1,436 individual requests, only eleven were answered outside of the statutory time frame. This is less than 0.7% of the overall requests.

Requests per Year



Complaints 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 2018/19:

- 96 complaints in total, 81 first time complaints and 15 escalations
- 40% of all complaints made against were upheld to some extent
- 95% of complaints were answered within the 15 day time frame

Service Area:

DECS: Development, Economic and Cultural Services

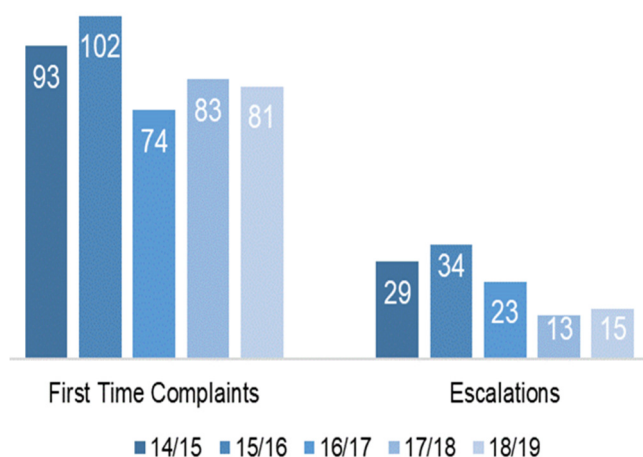
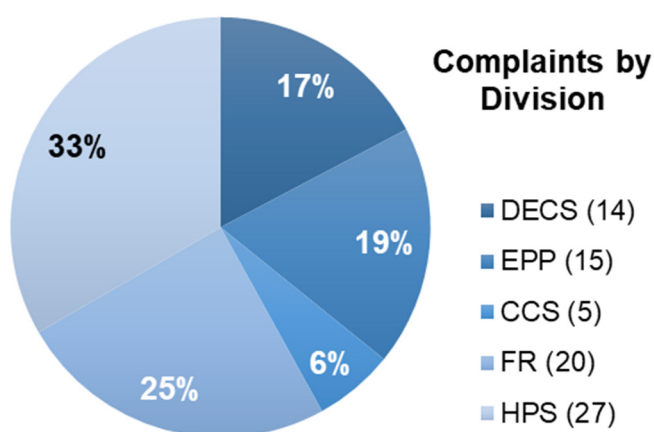
EPP: Environment and Public Protection

CCS: Corporate and Customer Services

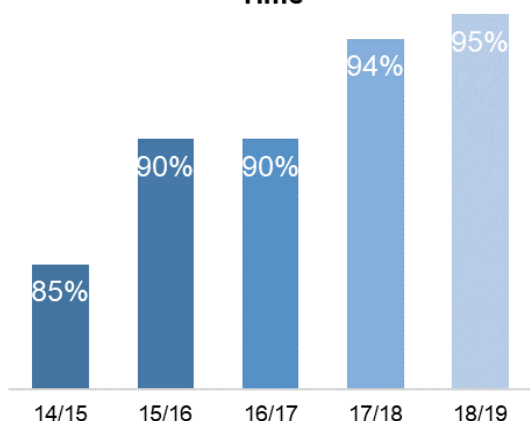
FR: Finance and Resources

HPS: Housing and Property Services

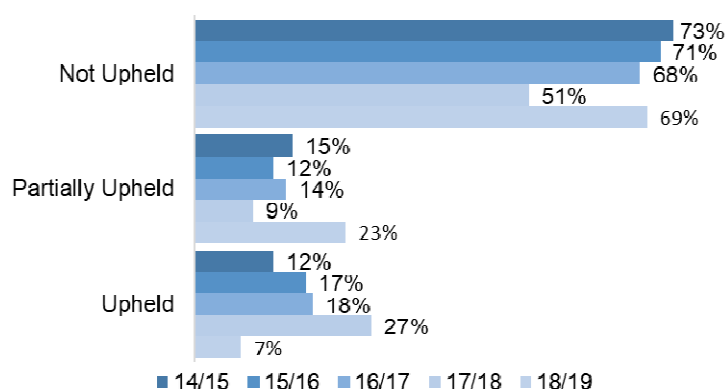
Overall Complaints Received



Complaints Responded to on Time



Complaints Outcomes



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 9,500 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.



Survey	Total Responses
Customer Service Satisfaction	3,952
NK Plan Consultation	1,654
Star Survey	1,546
NCCD Consultation	642
Waddington Digital Access	524
Improvements Works	300
Council Tax Consultation	195

The Headlines from our Surveys

- 87% of consultees feel the Council performs well with the money it has available
- 73% of consultees positively rated the quality of the Council's services
- 94% of consultees were either satisfied or very satisfied with the way the council runs things
- 96% of residents who contacted our customer services team found it either easy or very easy to access the service they required
- 97% of recipients of a disabled adaption were either satisfied or very satisfied with the overall adaptation process
- 95% 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:

21 Councillors from The North Kesteven Administration Group

19 Councillors from the NK Independent Group (Lincolnshire Independents and Independents)

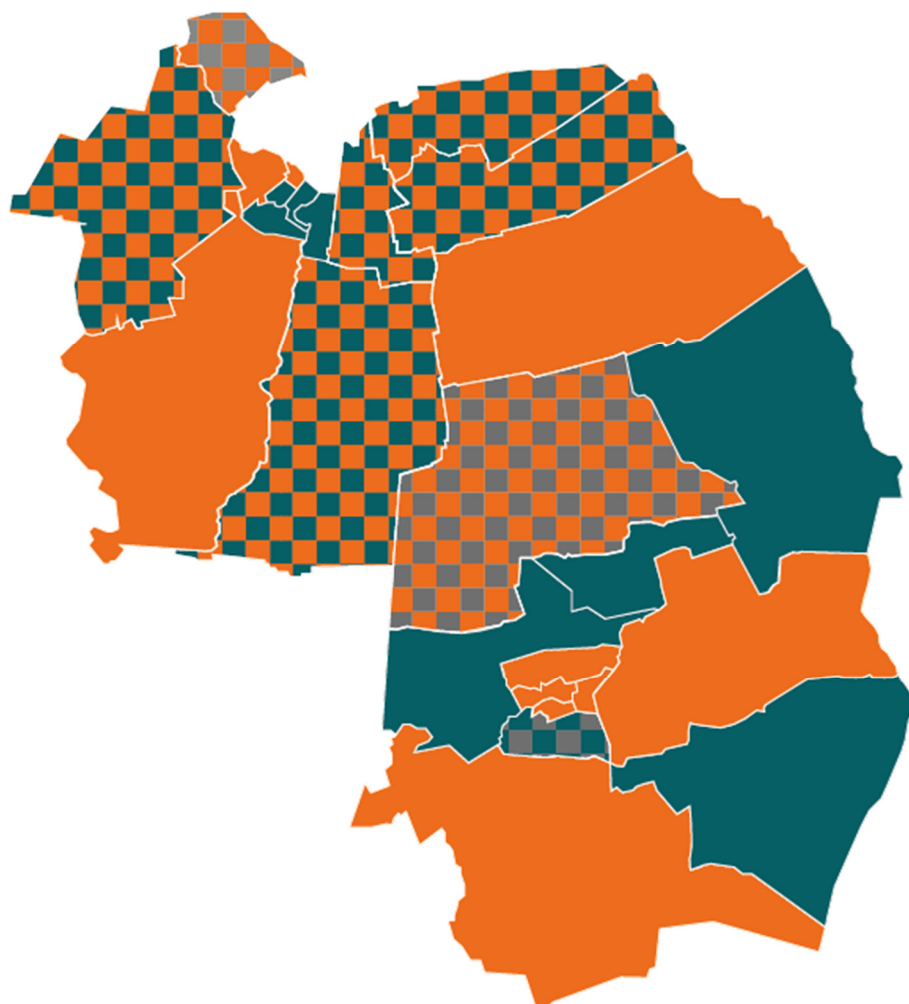
3 Unaligned Councillors

(all information correct as of August 2019)

Ward Political Distribution Map

Legend:

-  The North Kesteven Administration Group
-  NK Independents Group (Lincolnshire Independents and Independents)
-  Unaligned



Executive Board

The Executive Board:-

- Provides leadership at a top level.
- Recommends the budget and key policy proposals to Full Council for agreement;
- Decides some 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 Lindsey Cawrey (Deputy Leader)
- Cllr Ian Carrington
- Cllr Ray Cucksey
- Cllr Mervyn Head
- Cllr Steven Clegg

(From right to left)



A flavour of the decisions made:

- Approval given to the “Open Space Strategy” which seek to promote and protect existing Open Spaces throughout North Kesteven and to pursue opportunities to increase Open Space provision.
- The “Supporting Small Businesses” recommendation was the continuation of the prioritisation of small businesses whilst recognising their positive impact on the economy of North Kesteven.
- 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.

Performance and Resources Overview and Scrutiny Panel

Cllr Stephen Roe (Chairman)

Cllr Anthony Brand (Vice-Chairman)



Service Areas

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

Key Actions for the Year:

The Panel received regular performance updates on Finance Monitoring, Treasury Management and NK Plan Performance. Members also received the Target Budget for the year ahead and also proposed a Working Group which is now underway. Other highlights include:

Revenues and Benefits Performance Update – June 2018: Members were presented with an update on the Shared Revenues and Benefits Service which had been in operation since 1 June 2011. The Panel were pleased to note that the service was performing exceptionally well, even though there had been numerous changes to legislation .

Universal Credit Preparation – June and September 2018: The Panel received updates on the Council's roll out of Universal Credit across the District. The Revenues and Benefits Team informed Members that they were fully prepared for the roll out, with colleagues being involved in testing the system and studying the effects of implementation in other districts.

Review of Fraud Sanction Policy – June 2018: Members unanimously supported recommended alterations to the Fraud Sanction Policy. This included the delegation of an increased number of powers to the Benefits Team Leader, which allowed for the process to be streamlined and more efficient.

Lafford Homes Financial Performance (Level of Return to NKDC) – November 2018: Members were presented with a report providing the latest business plan detailing the financial performance of Lafford Homes.

Procurement Lincs 2017/18 Annual Report – November 2018: Members were presented with the Procurement Lincolnshire Annual Report which outlined the services, support and benefits provided by Procurement Lincolnshire to the Council. The Panel were pleased to learn that over £6 million had been cumulatively saved since 2006, and that 50% of contracts were awarded locally (within 20 miles of the border of Lincolnshire).

Cross Panel Task and Finish Group – DCLG Select Committee Report: A cross-panel Task and Finish Group was formed to review the scrutiny function in North Kesteven in relation to the findings set out in the DCLG Select Committee Report on Scrutiny in Local Government.

Environment Overview and Scrutiny Panel

Cllr Chris Goldson (Chairman)

Cllr Stewart Ogden (Vice-Chairman)



Service Areas

- Building Control
- Emergency Planning
- Enforcement
- Environmental Services and Public Protection
- Health and Safety
- Local Plans Team
- Licensing
- Open Spaces and Trees
- Street Scene
- SustainNK
- Waste Management

Key Actions for the Year:

The Environment Overview and Scrutiny Panel have engaged in some valuable scrutiny over the past year, with a range of internal and external representatives being invited to discuss a range of issues. Some highlights include:

Public Transport Provision – Bus and Rail

Services June 2018: Members welcomed the Commercial Director of Stagecoach to discuss bus services within the District. The Panel also received information on the re-franchising of the District's rail services.

Housing Delivery Update – September 2018:

Members received an update on the Council's housing delivery in North Kesteven. The Panel were pleased to note that North Kesteven had delivered more homes locally, which was due to the market demand of people wanting to locate to the area.

Section 106 Monitoring (YTD) – November 2018: Members were provided with a comprehensive update on the Monitoring of Section 106 gains within the District. It was estimated that over £2,200,000 would be contributed by the end of the financial year.

Our Environment Priority: 2018/19: The Sustainability Initiatives Officer frequently attended Panel meetings to discuss the newly adopted 'Our Environment' Priority. Members were particularly pleased to learn that there had been a considerable reduction in corporate greenhouse gas emissions, which were down over 60%.

The Joint Municipal Waste Management Strategy for Lincolnshire: September/November 2018: Members were kept up to date on the progress of the Joint Municipal Waste Management Strategy for Lincolnshire. The Panel were particularly pleased to be informed that food waste collection trials were proceeding, and that specialist modelling projections were being developed to find out if the collection of food waste was viable across the whole county.

Planning Gain for Health Contributions Task and Finish Group: In February 2019, the Executive Board passed the decision to accept the recommendations found by the

Environment Panel's Task and Finish Group, which was set up to investigate the role of planning gain in aiding the delivery of health contributions.

Communities and Economy Overview and Scrutiny Panel

Cllr Peter Lundgren (Chairman)

Cllr Bozena Allan (Vice Chairman)



Service Areas

- Community Safety Partnership
- Strategy and Business Transformation
- ICT
- Communications and Graphics
- Corporate Information
- Cultural Services - Leisure Client, Sports, Arts, Tourism and Heritage
- Customer Engagement
- Economic Development and Development Control
- Partnerships NK and Community Initiatives
- Property Services
- Strategic Housing (Private Sector, Housing Tenants and Landlord Services)
- Partnership NK and Community Initiatives

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 Panel invited a number of internal and external representatives to discuss a range of issues. Some highlights included:

Neighbourhood Planning – May 2018: Members welcomed the Vice-Chairman of Nocton Parish Council to discuss her views on the process of developing the Nocton and Potterhanworth Joint Neighbourhood Plan. The Panel heard that help and support provided by the Council Officer's had been positive, and that the Neighbourhood Plan Working Group were working with Officers to modify the Plan.

Grange Farm Masterplan – July/November 2018: The Panel welcomed Lincolnshire County Council's Programme Leader for Surfacing and Patching and the Major Scheme and Design Commissioner to the July meeting. In addition, a North Kesteven Town

Councillor was invited to the November meeting to give their insight into the consultation process regarding the Grange Farm Sustainable Urban Extension (SUE) at North Hykeham.

Cycling Strategy – November 2018: Members welcomed the Access Lincoln Project Manager for Lincolnshire County Council to the meeting. He provided an insight into Bike Hire Schemes in Lincoln and North Hykeham, and possible new routes into North Kesteven.

Voids Review – July 2018/March 2019: The Panel thoroughly scrutinised the Council's Void Houses Review. Members were pleased to be shown evidence that recent Audit concerns had been investigated and measures put in place to raise the assurance level.

Corporate Website Specification – March 2019: The Customer Engagement Manager and West Lindsey's Senior Systems Development Officer presented a report to the Panel on the specifications for the new corporate website. Members agreed to support the new website specification, subject to the inclusion of the Panel's comments around security, hosting and the technical requirements summary.

Youth Unemployment Task and Finish Group: A Task and Finish Group was created, which focused on unemployment amongst young people. The Group reviewed statistical data regarding youth unemployment and invited a number of organisations to discuss their approach in engaging young people in employment. Recommendation have been formed, which will be presented to the Panel in September 2018/19.